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CITY REPORT

1993-1994



**City of
Rochester, New Hampshire**

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MAYOR ROLAND R. ROBERGE

The City of Rochester's 1993-1994 Annual Report is dedicated to the memory of Mayor Roland R. Roberge, who perished in a tragic fire on the night of August 7, 1994 at his camp in Milton, New Hampshire. Mayor Roberge touched the lives of many people and we all mourn his loss deeply. City employees tried to carry on with their day to day responsibilities, even though we were all in shock by his tragic death, since we knew he would have wanted the employees to continue to give the good customer service he was so proud of to the citizens he loved so much.

We will remember Mayor Roland Roberge as a great leader who showed a great deal of compassion, consideration, gentleness and humor in every situation he dealt with. Ray Bower, Administrator of Strafford County Riverside Rest Home worked with Mayor Roberge for many years. His eloquent letter describes Mayor Roberge perfectly. "He accomplished everything with a great sense of humor, an infectious, jovial laugh and dedication that was second to none."

Mayor Roberge loved his family with all of his being. This showed in everything he accomplished. His wife and children were always by his side, to support him in his endeavors, as he was by theirs. The Roberge family is not alone in their grief, as the City of Rochester also mourns the loss of our beloved Mayor.

Since his election in 1990, Rochester has been fortunate to have Mayor Roberge's diplomatic skills to help make our local government a success. He believed in the dignity of the office he held and proved that time and time again through his valued guidance. During his tenure the City sponsored the submarine U.S.S. L. Mendel Rivers and he was instrumental in celebrating our Centennial. He always supported our young citizens by attending DARE graduations, opening day at Roger Allen Little League Park, Soap Box Derby's and numerous other events.

The Mayor felt education was the most important gift that a child can receive. Thus, in his honor, Rochester City Employees established the Roland R. Roberge Scholarship Fund. This fund will keep Roland's memory alive forever.

Mayor Roberge touched the hearts of our citizens and co-workers in so many ways and for that blessing we are very grateful. He had a way of making everyone he came in contact with feel very special and important. We were the lucky ones to have known him and because of him our lives have more meaning.

CITY MANAGER'S REPORT

1993-1994

We are pleased to introduce **ROLAND R. ROBERGE** who will be leaving June 30, 1994.



Mayor Roland R. Roberge

City Manager

MAYOR ROLAND R. ROBERGE

The City of Manchester's post-tragedy Annual Report is dedicated to the memory of Mayor Roland R. Robege.

MEMBERS OF THE ROCHESTER CITY GOVERNMENT AND REPORT OF THE AFFAIRS FOR 1993 - 1994

(July 1, 1993 to June 30, 1994)

**NEW HAMPSHIRE PRINTERS AND BUSINESS FORMS, INC.
SOMERSWORTH, NEW HAMPSHIRE**

CITY MANAGER'S REPORT

1993-1994

We are pleased to present the Annual Report for the period ending June 30, 1994. A number of issues have been addressed in the last fiscal year and they are aimed at restoring the City to a solid financial basis prior to the year 2000. A prime example of that is the City Council did adopt a comprehensive financial plan that enables us to meet our goals while at the same time planning and implementing capital improvements.

It appears that the economy in the Seacoast Region has turned around and is on the up-swing. We in Rochester benefited from that change. Several major industrial development projects begun last year are nearing completion. These include a major expansion of Cabletron Facilities as well as construction of Prime Tanning's Corporate Headquarters and Manufacturing Facility in our Granite State Industrial Park.

Despite our successes in the past year, last year also brought sadness to the City community. Roland R. Roberge, our Mayor since 1990, passed away in August. He is missed by all of us associated with the City, both elected officials and employees.

Finally I would like to thank you, the citizens of Rochester, for your support and encouragement. Rochester is an excellent City in which to live and work. That is the word we want to get out in our community and our region. While we have our problems so does every other community in the State. In Rochester though, we talk about problems openly and try to resolve them. If local government is to work that is the only way that it can.

Sincerely,

Gary Stenhouse
City Manager

CITY GOVERNMENT

As Organized January 1, 1994

IN LOVING MEMORY OF OUR BELOVED MAYOR

MAYOR ROLAND ROBERGE

January 1, 1990 – August 7, 1994

MAYOR FREDERICK STEADMAN

August, 1994 – Present

Ward One - Edgar F. Raab, James F. McManus, Jr.

Ward Two - James E. Twombly, Sandra B. Keans

Ward Three - Edward Saputa, Henry L. Kirouac

Ward Four - Bernard J. Veno, Omer J. Ouellette, Jr.

Ward Five - Bruce E. Lindsay, Ralph W. Torr

At-Large - Harry F. Germon, George Brown

Gary Stenhouse, City Manager

STANDING COMMITTEES, 1994

Codes & Ordinances Committee: Bruce Lindsay, Chairperson; Henry Kirouac,
Harry Germon, Edward Saputa, Omer Ouellette, Jr.

Fiscal Affairs Committee: Roland Roberge, Chairperson; Frederick Steadman,
Sandra Keans, Bernard Veno, Ralph Torr, Edgar Raab, James Twombly

Public Safety Committee: James McManus, Jr., Chairperson; Bernard Veno,
James Twombly, Frederick Steadman, Edgar Raab

SPECIAL COMMITTEES, 1994

Space Utilization Committee: James Twombly, Chairperson; Frederick Steadman,
Harry Germon, James McManus, Caroline McCarley

Highway Safety Committee: James Twombly, Chairperson; Steve Burns,
Gary Stenhouse, Donald Vittum, Mark Dellner, Martin Laferte, David Bulva,
Peer Kraft-Lund, Bernard Veno, Henry Kirouac, James McManus, Jr.,
Edgar Raab, Mike Hopkins

PERSONNEL

City Treasurer & Business Administrator - Richard Larochelle

City Clerk - Gail M. Varney

City Solicitor - Danford Wensley

Tax Collector - Marianne Douglas

Commissioner of Public Works - Martin Laferte

City Engineer - David Bulva
Fire Chief - Mark Dellner
Deputy Fire Chief - Francis Carpantino
Police Chief - Donald L. Vittum
Captain of Patrol - Daniel Auger
Assessor, Chief - Brett Purvis
Assessor, Deputy - Victoria Lambert
Building Inspector - John Stowell
Planning & Development Director - Peer Kraft-Lund
City Physician - Dr. William Olney
Health Officer/Code Enforcement - John Stowell
Welfare Director - Jane Hervey
Recreation Director - Brent Diesel
Librarian - Cynthia Scott
Animal Control Officer - John Fitch
Custodian of City Hall - Patricia McLaren
Custodian of East Rochester - Lorraine Brooks
Custodian of Gonic Town Hall - No Custodian Gonic Town Hall, Closed

BOARDS AND COMMISSIONS, 1994

Arena Advisory Commission: David Anctil, Chairperson; Madeline Auger, Harry Marcotte, Dale Bickford, Richard Clough, Robert Zubkus, Robert W. Brown
Board of Adjustment: Sieglinde Fizz, Chairperson; Diane Johnsen, Clyde Douglass, Stephen Wallace, David Stevens, John Stowell, Peer Kraft-Lund.
Alternate Members: Stephen Fenstermaker, Jim Bauer, George Jackson
Board of Assessors: Brett Purvis, Chairperson; Victoria Lambert
Board of Health: Dr. Thomas Moon, Chairperson; Dr. James DeJohn, William Keefe, Dr. William Olney, John H. Stowell
Licensing Board: Gary Stenhouse, Donald Vittum, Mark Dellner
Planning Board: Neil Lachance, Chairperson; Phillippe Scott, J. Bruce Roberts, Roger Larochelle, Jr., Annette Plaisted, Maurice Gagne, James McManus, Jr., Edward Saputa, Gary Stenhouse, Peer Kraft-Lund.
Alternate Members: Elmer Lavallee, Kathleen Justice, Stephen Fenstermaker
Welfare Appeals Board: Janet Poulin, Chairperson; Mary Flynn, Nancy Morneault, Anthony Coraine
Conservation Commission: George Bailey, Chairperson; Robert Montgomery, James Clarke, Jeffrey Winders, Arthur Birch, Steven Smith, Lorraine Whaley
Economic Development Commission: John Dulude, Chairperson; Danford Wensley, Leon Meader, Jr., George Allen, Janet Davis, Victor Pisinski, Don Smith, Robert Gustafson, Daniel Hussey, George Bald, Mayor Roland Roberge
Police Commission: Roger W. Beaudoin, Chairperson; George Young, Ronald G. Lachapelle
Recreation Commission: James Twombly, Chairperson; Robert N. Breton, Alfred Benton, Maurice Sanfacon, Judy Beaudoin

Strafford Regional Planning Commission: James Twombly, Annette Plaisted,
Matthias Marquardt, Edward Saputa

Trustees of the Public Library: David Tinkham, Chairperson; Sharon Hall,
Weston Flierl, Ann Marie Cassavechia, Julie Fergus, Sherry Kempe

Trustees of the Trust Funds: Glenn Lepene, Ronald Pierog, Gerald Janelle

Utility Advisory Board: Robert Goldstein, Chairperson; George Cochrane,

Tom Hebert, Darcy Wilkinson, George Brown

MAYOR'S TASK FORCE, 1994

Rochester Substance Abuse Prevention Task Force: Robert Brown, John Connelly,
Sharon Croft, Pam Byers, Dr. Michael Clark, Dan Lacroix, Jim Mabey,

Anne May, Patricia Rainboth, Kathy Toof, Detective Bonnie Voyer, Kathy Wotton

Recycling Task Force: Kenneth Ortmann, Chairperson; David McCallister,
Richard Morris, Manuel Blattstein, Janet Pelley, Councilor Henry Kirouac,

Councilor Omer Ouellette, Jr., Councilor Edward Saputa, Larry Berg

ELECTION OFFICIALS, 1994

Ward One: Laura Wyatt, Moderator; Beverly Forbes, Ward Clerk; Caroline Boyle,
Checklist Supervisor; Austin Grant, Patricia Rainboth, Fred Leonard, Selectmen

Ward Two: Roberta Goodrich, Moderator; Lorraine Morin, Ward Clerk;
Jo-Ann Focht, Checklist Supervisor; Judy Bress, Norman Labrecque,
Betty Pallas, Selectmen

Ward Three: Danforth Wensley, Moderator; Linda Hoey, Ward Clerk;
Muriel Gagnon, Checklist Supervisor; Stuart Fanning, Susan Dole,
Priscilla Fanning, Selectmen

Ward Four: Irene Creteau, Moderator; Tracey Daigle, Ward Clerk; Patricia Dunlap,
Checklist Supervisor; Lillian Boudreau, Ann Leclerc, Mary Sylvain, Selectmen

Ward Five: James P. Gray, Moderator; Pauline Torr, Ward Clerk; Cindy Corriveau,
Checklist Supervisor; Jeanne Wurth, Norman Sanborn, Sr. Marjorie Rodis,
Selectmen

**ORDINANCE AMENDMENTS
ADOPTED BY THE ROCHESTER CITY COUNCIL
FY94**

SUBJECT	DATE APPROVED
Amendment to Chapter 25 of the General Ordinances Relative to Food Establishments [Seasonal Food Service Establishments]	9/7/93
Amendment to Chapter 15 of the General Ordinances Relative to the Naming of City Streets and the Numbering of Buildings and Lots Located Thereon	10/5/93
Amendment to Chapter 62 of the General Ordinances Regarding Limitation of Parking Times	10/5/93
Amendment to Chapter 26 of the General Ordinances Relative to Public License [Licensing Board]	12/7/93
Amendment to Chapter 66 of the General Ordinances Relative to Taxicabs	12/7/93
Amendment to Chapter 32 of the General Ordinances Relative to Licensing and Regulation of Hawkers, Peddlers and Itinerant Vendors	12/7/93
Amendment to Chapter 40 of the General Ordinances Regarding Floodplain Development Regulations	12/7/93
Amendment to Chapter 42 of the General Ordinances [Zoning Ordinance] Relative to Wetland Conservation Zone	2/1/94
Amendment to Chapter 42 of the General Ordinances [Zoning Ordinance] Relative to Family Day Care Homes	2/1/94
Amendment to Chapter 25 of the General Ordinances Regarding Regulation of Adult-Oriented Establishments	2/1/94
Amendment to Chapter 42 of the General Ordinances [Zoning Ordinance] Regarding the Location and Dispersal of Adult-Oriented Establishments	2/1/94
Amendment to Chapter 27 of the General Ordinances Relative to Pinball and Video Games and Machines	4/5/94
Amendment to Chapter 29 of the General Ordinances Relative to Dogs Running at Large	6/7/94
Amendment to Chapter 42 of the General Ordinances [Zoning Ordinance] Regarding Special Downtown District	6/7/94

**RESOLUTIONS
ADOPTED BY THE ROCHESTER CITY COUNCIL
FY94**

SUBJECT	DATE APPROVED
Resolution Relative to the Proposed Amendment to the Rochester City Charter on the Subject of the Mayoral Veto	8/3/93
Resolution Relative to the Proposed Amendment to the Rochester City Charter on the Subject of the Police Commission	8/3/93
Resolution Relative to Household Hazardous Waste Collection Day	8/3/93
Resolution Authorizing Supplemental Appropriation to the FY94 Operating Budget (\$326,068 - School Department and Teachers' Summer Pay Liability)	8/3/93
Resolution Authorizing Supplemental Appropriation for Rochester School Department (\$32,720 - Job Training Council Grant)	8/3/93
Resolution Authorizing Supplemental Appropriation for Rochester Police Department (\$250 - DARE Program)	8/3/93
Resolution Authorizing Sale and Transfer of Certain Property in Connection with the Bridge Street Bridge Replacement Project	9/7/93
Resolution Establishing Polling Places/Times for 1993 Municipal Election	9/7/93
Resolution Adopting Optional Adjusted Elderly Exemption (Pursuant to RSA 72:43-h) and Exemption for the Blind (Pursuant to RSA 72:37) for the City of Rochester	10/5/93
Resolution Authorizing Transfer of Community Development Block Grant Funds	10/5/93
Resolution Authorizing Supplemental Appropriation for the Library Department (\$1,500 - Drug Abuse Prevention Program Grant)	12/7/93
Resolution Authorizing Supplemental Appropriation for Rochester School Department (\$228,130 - Federal Programs)	12/7/93

SUBJECT	DATE APPROVED
Resolution Authorizing Supplemental Appropriation for the Fire Department (\$4,000 - Emergency Management Unit)	12/7/93
Resolution Relating to Unfunded Federal Mandates	11/3/93
Resolution Authorizing Supplemental Appropriation for the Rochester Police Department Relative to the DARE Program (\$10,485)	1/11/94
Resolution Approving Cost Items Associated with Rochester School Department Labor Contract (RFT Paraprofessional Unit)	1/11/94
Resolution Authorizing Purchase of Alexander Smith, M.D. Property on South Main Street	1/11/94
Resolution Regarding Transfer of Real Property Taken for Non-Payment of Property Taxes	1/11/94
Resolution Authorizing Acceptance of Grant Pursuant to Stewart B. McKinney Emergency Shelter Grant Program	1/11/94
Resolution Authorizing Refunding Bonds for the City of Rochester	1/11/94
Resolution Authorizing Supplemental Appropriation for the Fire Department (\$100 - Emergency Management Unit)	1/11/94
Resolution Authorizing Rochester Industrial Development Authority to Enter Joint Venture Agreement with Granite State Business Park, Inc., Pursuant to and in Furtherance of Provisions of Chapter 162-G of the New Hampshire Revised Statutes Annotated	2/1/94
Resolution Regarding Order to Repair, Raze or Remove Building Located at 18 Maple Street	2/1/94
Amendment to Rules of Order of the City Council Relative to the Exercise of the Mayoral Veto	3/1/94
Resolution Authorizing Supplemental Appropriation for the Rochester School Department (\$101,760 - Special Education Costs)	3/1/94
Resolution Authorizing Transfer in the FY94 Operating Budget of the City of Rochester	4/5/94

SUBJECT	DATE APPROVED
Resolution Authorizing Supplemental Appropriation for the Rochester School Department (\$166,200 - School Lunch Program and Adult Education)	5/3/94
Resolution to Approve Community Development Budget	5/3/94
Resolution Regarding Acceptance of Conservation Easement (Flagg Road Area)	6/7/94
Resolution Regarding Supplemental Appropriation for the Rochester Police Department Relative to the DARE Program (\$210)	6/7/94
Resolution Authorizing Supplemental Appropriation for the Rochester School Department FY95 Operating Budget (\$66,605.79 - Job Training Council Grant)	6/7/94
Resolution Authorizing Issuance of Tax Anticipation Notes	6/21/94
Resolution Authorizing Transfers in the FY94 Operating Budget for the City of Rochester	6/21/94
Resolution to Approve 1994-95 Operating Budget for the City of Rochester	6/21/94
Resolution Authorizing and Approving 1994-95 Capital Budget and Authorizing Certain Bonding in Connection Therewith	6/21/94
Resolution Regarding Supplemental Appropriation for the Rochester Police Department (\$1,500 - Highway Safety Project Grant)	6/21/94
Resolution Establishing Polling Places/Times for 1994 State Elections	6/21/94

REPORT OF THE ARENA DEPARTMENT 1993-1994

Fiscal year 1994 marked the Rochester Arena's third successful year operating as a self-supporting Enterprise Fund of the City. Revenues from ice sales, skate sharpening, public skating, video games, soda sales, accessory sales, and special programs for the year totaled \$267,000.00 This figure represented a 10% increase in revenues from FY93. Expenditures came in \$20,000 under budget and were \$231,000.00. At years end, \$36,000.00 was added to the Arena Department retained earnings fund which is maintained for the purpose of future improvements, capital equipment purchases, or emergency situations.

Improvements to the Arena during the year were ongoing in an effort to keep the facility safe, functional, profitable, and attractive. Some of the improvements included:

- Building of a Director's office and conference room.
- Purchase of a new skate sharpener equipped with an effective exhaust system.
- Installation of safety netting in front of bleachers to protect spectators from flying pucks.
- Installation of one new condenser unit on refrigeration system.
- Purchase of Personal Computer for Director's use in scheduling, bookkeeping, etc.

The issue of "air quality" inside the Arena was also addressed to protect patrons and employees from the harmful affects of exhaust fumes produced by the Arena's propane-powered Ice-Resurfacer. We determined the only 100% effective method for eliminating the problem was replacing the 1972 propane-powered machine with a rechargeable battery-powered Zamboni. Plans were made to pay for the equipment from the Arena Department's retained earnings fund thereby avoiding finance charges on the \$70,000.00 purchase. The order was placed and the machine would arrive in August of 1994 in time for the start of the 1994-1995 season.

Overall, Fiscal Year 1994 went very smoothly for the Arena Department.

Sincerely,

**Bill Page
Arena Director**

REPORT OF THE CITY ASSESSOR

1993-1994

ASSESSOR'S INVENTORY

Land Valuations:

Residential	\$153,227,500.00
Commercial.....	118,979,500.00
Current Use	1,086,400.00
Total Value of Taxable Land	<hr/> \$273,293,400.00

BUILDING VALUATIONS

Residential	\$391,671,100.00
Commercial.....	38,694,700.00
Manufactured Housing	129,824,600.00
Total Value of Taxable Buildings	<hr/> \$560,190,400.00

PUBLIC UTILITIES

Gas	\$ 3,755,800.00
Electric.....	9,414,600.00
Telephone.....	6,339,100.00
Total Valuation of Taxable Property	<hr/> \$852,993,300.00

EXEMPTIONS

Blind (26).....	\$ 650,000.00
Elderly (486).....	10,749,500.00
Physically Handicapped (1).....	15,000.00
Total Amount of Exemptions	<hr/> \$ 11,414,500.00

Net Valuation on which tax rate is computed.....	\$841,578,800.00
1993 Tax Rate x \$30.65 per 1000	\$ 25,794,390.00

Veterans (2,042).....	\$ -264,900.00
Payment in lieu of taxes.....	\$ + 36,802.00
Total Amount of Exemptions	<hr/> \$ 25,566,292.00

Respectfully submitted,

Brett S. Purvis

REPORT OF THE CITY ATTORNEY

1993-1994

The following is a report of the activities of the office of the City Attorney for the year beginning July 1, 1993 and ending on June 30, 1994.

During the fiscal year 1993-94, the following cases involving the City of Rochester were terminated:

1. City of Rochester v. Wilfred Paradis & Paulette Videau, -- 93-E-083;
2. Edward & Hesse v. City of Rochester, et al, -- 93-E-034;
3. Donald Toy and Bonnie J. Toy v. City of Rochester, -- 93-E-186;

In addition to the above cases, as of June 30, 1994, the following actions involving the City of Rochester or the Rochester School District were outstanding in the various New Hampshire courts:

1. City of Rochester v. Mark Huddleson, et als, -- 86-E-057;
2. L. E. Gregoire Const. v. City of Rochester, -- 89-E-089;
3. George Blaisdell, et als v. City of Rochester, -- 85-C-434, 86-C-094, 89-E-189;
4. George Blaisdell, v. City of Rochester, -- 93-123 and 93-214
5. Bruce Finlay v. City of Rochester, 92-C-389;
6. Enon Enterprises, Inc. v. City of Rochester, -- 93-E-027;
7. August Urbanek, Trustee, et als v. City of Rochester, -- 94-E-054;
8. Tom Regan, Inc., d/b/a Our Kitchen v. City of Rochester, et als -- U.S. District Court, NH;
9. City of Rochester v. Jeffrey P. Ossen, -- 94-C-044;
10. New England Telephone & Telegraph v. City of Rochester, -- 94-E-063;
11. John A. Jacobs v. City of Rochester, -- 94-C-162;
12. Shirley Ford & Ford Construction Corp. v. City of Rochester, -- 93-E-068;
13. City of Rochester v. Ford Construction Corp., -- 94-E-059;
14. Emmanuel Advent Christian Church v. City of Rochester, -- 94-E-039;
15. Waste Management of NH, Inc. v. City of Rochester, -- 94-E-090.

It should be noted that the above listing of cases does not include various bankruptcy proceedings pending in various U.S. District Courts across the United States in which the City of Rochester has filed proofs of claims and/or other pleadings with regard to the City's various interests in such bankruptcy estates.

The office of the City Attorney provided representation to the City in numerous matters before the New Hampshire courts with respect to cases in which the City was a party, as well as before various administrative agencies when necessary. In addition, the City Attorney attended Council meetings, as well as meetings of Council committees and other City boards and commissions upon request. Legal opinions and advice were provided to the City Manager, Mayor, City Council, Department Heads and Chairmen of various boards and commissions of the City upon request. Legal instruments, including deeds, leases, contracts, ordinances, and amendments to ordinances and other similar documents were drafted and reviewed as required during the year and representation of the City was provided with regard to the acquisition and disposition of real estate.

Respectfully submitted,

Danford J. Wensley
City Solicitor

REPORT OF THE CITY CLERK

CALENDAR YEAR 1993

AND FISCAL YEAR 1993-1994

During CALENDAR YEAR 1993, the City Clerk's Office performed the following functions (which must be processed on a calendar year basis, rather than on a fiscal year basis):

Processed the following Vital Statistics Records: 552 Births; 261 Deaths; and 222 Marriages; also processed birth-record amendments, including adoptions, legitimations, affidavits of paternity, legal changes of name, and court-ordered paternity decrees; participated in the Bureau of Vital Records' computerized death, birth and marriage registration programs; recorded pre-marital age and time waivers; processed vital record corrections/amendment forms; issued delayed certificates of birth; issued burial permits under authorization of the Board of Health and the Health Officer; filed burial permits for all Rochester interments; filed and indexed informational copies of births, marriages, and deaths which pertained to Rochester residents but which occurred in other New Hampshire communities; provided informational copies of vital record occurrences to other cities/towns whenever persons named in those records were residents of other New Hampshire communities; processed all in-person and mail requests for certified copies of vital records (with all certified copies being issued on pre-numbered security paper); assisted customers with genealogical research; and, attended meetings relative to vital record regulations and statutes;

Issued 1703 dog licenses and 16 Kennel/Group Licenses, the latter in conjunction with the Animal Control Officer; prepared and distributed copies of the Ordinance governing removal of dog excrement with each license issued; provided dog licensing service at the annual Rabies Clinic held at the Rochester Fairgrounds in April; published all dog licensing reminders and rabies clinic notices;

Recorded and processed 474 Uniform Commercial Code Financing Statements, as well as 415 related termination, continuation, amendment, assignment and search statements.

During FISCAL YEAR 1993-94, the City Clerk's Office performed the following functions:

Recorded the votes and proceedings of the City Council at both regular and special City Council meetings; published and indexed the minutes of all City Council meetings in accordance with RSA 91-A:4 [i.e., "Right-to-Know Law"]; and, provided informational copies of the minutes to all affected citizens, boards, commissions and department heads following every Council meeting;

Compiled the agendas for all regular and special meetings of the City Council in conjunction with the Mayor and City Manager; prepared the agenda binders for all City Council members, the Mayor, the City Manager, and the City Solicitor, as well as

identical packets for the media; and, maintained an updated monthly list of City Council Committee business;

Attended City Council work sessions and produced/distributed minutes of those meetings;

Published notices of City Council public hearings and ordinance amendments, as well as public informational notices associated with City Council actions;

Attended all City Council public hearings and produced/distributed the minutes of those hearings;

Published notice of all City Council, School Board, Police Commission and Election Official vacancies and accepted applications relative thereto;

Received and posted all notices of vacancies on various municipal boards and commissions, supplying the City Council with copies of all applications pertaining thereto;

Compiled updated pages for the General Ordinances of the City whenever new Ordinances were adopted or whenever existing Ordinances were amended by the City Council; provided these updated pages to 96 individuals, including all City department heads, elected officials, board and commission chairmen, as well as paid subscribers;

Maintained an updated listing of elected/appointed officials, including membership rosters for all municipal boards and commissions, and distributed/filed all related Oaths of Office;

Provided Notarial and Justice of the Peace Services;

Prepared an indexed compilation of legal opinions for the City Manager's Reference.

Supervised two elections during Fiscal Year 1993-94, as follows: the November 2, 1993 Regular Municipal Election and a Special Municipal Election, held concurrently with the regular Municipal Election, relative to two proposed amendments to the City Charter. The City Clerk's Office received and processed declarations of candidacy for the offices of Mayor, City Council, School Board, Police Commission, and Election Officers (Moderators, Ward Clerks, Selectmen, and Checklist Supervisors); processed and mailed/delivered 326 absentee ballots; oversaw the typesetting, layout, and printing of all official, absentee, and sample ballots for both the Regular and Special elections; recorded the final election results for all elected offices and the City Charter amendment questions [See attached report, Exhibit A], and provided election reports to the City Council and to various State agencies.

Prepared the amended City Charter for publication and distribution, incorporating the amendments approved on November 2, 1993 which became effective July 1, 1994.

Accepted new voter registrations, declarations of party affiliation, and checklist changes in address/ward/name; provided in-home voter registrations for the elderly and disabled; coordinated and attended all sessions of the Supervisors of the Checklist and served as clerk of that Board;

Accepted filings for the offices of Representatives to the General Court and Delegates to the State Republican Convention, in preparation for the September, 1994 State Primary Election [See attached report, Exhibit B].

Maintained and updated the City's computerized voter checklist; printed all required checklists; and, produced all magnetic and printed copies of voter files for purchase by candidates and various organizations;

Published all election-related public notices, including notices of Supervisors' sessions, availability of absentee ballots, and polling place locations;

Provided election materials and notices of election law changes to all of the City's Election Officials; produced procedure manuals for Moderators, Ward Clerks and Checklist Supervisors relative to pre-election and election day activities and duties;

Issued City Hall parking lot stickers to employees and qualified non-employees;

Distributed and processed applications for the Adams-Pray Funds;

Processed elderly discounts relative to New England Cablevision;

Recorded and indexed Federal (IRS) and State tax liens; City liens; writs of attachment; utility pole and conduit licenses; articles of agreement and amendments thereto; City vehicle titles; agreements and contracts; leases; New Hampshire Wetlands Board/dredge and fill applications; litigations; developers' performance/surety bonds; and, deeds of the City;

Notified Public Service Company of New Hampshire of all new street light installations approved by the City Council;

Continued organizing and cataloging documents stored in the City Hall vault, in accordance with the retention schedule established by the Administrative Rules of the New Hampshire Municipal Records Board;

Received and recorded cash receipts from various City Departments, including the Welfare Department, the Health/Code Enforcement/Building Inspection Depart-

ment, the Planning and Development Office, the Zoning Board, the Police Department, the Recreation Department, and the Animal Control Office;

City Clerk revenues for Fiscal Year 1993-94 totaled as follows: \$26,670.00 in Vital Record fees (\$11,313.00 City share; \$15,357.00 State share); \$10,658.00 in Marriage License fees (\$1,785.00 City share; \$8,873.00 State share); \$11,298.50 in Uniform Commercial Code fees; and, \$2,486.75 in Miscellaneous income. Dog License revenues totaled \$10,722.00 (\$8,428.50 City share; \$2,293.50 State share).

Respectfully submitted,

Gail M. Varney, City Clerk

1993 MUNICIPAL ELECTION RETURNS

FOR MAYOR						
	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	TOTAL
"Bob" Montgomery	254	257	260	196	223	1190
Roland Roberge	628	577	616	725	516	3062
Scattering	4	7	1	3	0	15

FOR CITY COUNCIL, AT-LARGE						
	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	TOTAL
John G. Newhall	359	396	319	364	355	1793
"Fred" Steadman	480	414	515	519	370	2298
Scattering	1	1	0	3	1	6

FOR SCHOOL BOARD, AT-LARGE SEAT A						
	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	TOTAL
Nancy W. Dibble	372	417	348	370	345	1852
Bert George	523	419	503	534	388	2367
Scattering	0	0	0	2	0	2

FOR SCHOOL BOARD, AT-LARGE SEAT B						
	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	TOTAL
Karl R. Miller	451	350	502	424	299	2026
Scott Wensley	416	438	382	432	397	2065
Scattering	3	2	0	3	1	9

1993	FOR CITY COUNCIL		FOR SCHOOL BOARD	
WARD 1	Richard D. Bickford	414	Frank D. Callaghan	473
	James F. McManus, Jr.	490	Frederick Leonard, Jr.	417
	Scattering	0	Scattering	0
WARD 2	Sandra B. Keans	636	SEAT A (2-YEAR TERM)	
	Cynthia Douglass (W.I.)	5	Caroline McCarley	493
	Scattering	12	Clyde Nutter	314
			Scattering	2
		SEAT B(UNEXPD TERM)		
		Willian P. Brennan	666	
		Carl White (W.I.)	22	
		Scattering	3	
WARD 3	Henry L. Kirouac	461	Donna Cochrane	390
	Janet R. Pelley	401	Kelly A. Kleiner	456
	Scattering	0	Scattering	0
WARD 4	Norman P. Finnegan	343	Raymond A. Lundborn	734
	Omer J. Ouellette, Jr.	541	Scattering	8
	Scattering	1		
WARD 5	Charles W. Grassie, Jr.	281	Diane Johnsen	620
	Ralph W. Torr	472	Scattering	9
	Scattering	1		

FOR POLICE COMMISSION, SEAT A (6-YEAR TERM)

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	TOTAL
Roger W. Beaudoin	490	528	450	519	457	2444
Edward J. Imbeault	336	213	341	322	220	1432
Scattering	1	0	0	1	2	4

FOR POLICE COMMISSION, SEAT B (UNEXPIRED TERM)

	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	TOTAL
Barry K. Flanagan	324	264	249	329	272	1438
George A. Young	510	493	558	526	422	2509
Scattering	1	2	0	1	3	7

	FOR MODERATOR		FOR WARD CLERK	
WARD 1	Laura Crane Wyatt	733	Beverly A. Forbes	729
	Scattering	2	Scattering	2
WARD 2	Roberta H. Goodrich	674	Lorraine A. Morin	670
	Scattering	5	Scattering	2
WARD 3	Danford J. Wensley	661	Linda J. Hoey	666
	Scattering	3	Scattering	2
WARD 4	Irene T. Creteau	778	Tracey J. Daigle	753
	Scattering	2	Scattering	4
WARD 5	James P. Gray	596	Pauline C. Torr	628
	Scattering	0	Scattering	0

	FOR SELECTMAN		FOR CHECKLIST SUPERVISOR	
WARD 1	Patricia A. Rainboth	737	Caroline A. Boyle	743
	Scattering	5	Scattering	1
WARD 2	Norman J. Labrecque	657	Jo-Ann Focht	675
	Scattering	2	Scattering	3
WARD 3	Susan E. Dole	654	Muriel P. Gagnon	682
	Scattering	1	Scattering	2
WARD 4	Ann T. Leclerc	747	Patricia C. Dunlap	767
	Scattering	3	Scattering	1
WARD 5	Norman G. Sanborn, Sr.	590	Cindy R. Corriveau	617
	Scattering	1	Scattering	0

QUESTION 1:

**AMENDMENT I
MAYORAL VETO**

Shall the City of Rochester approve the charter amendment summarized below?

This amendment would maintain the Mayor's power to veto any and all actions of the Rochester City Council. The Mayor's veto could be overridden by a two-thirds vote of all of the City Councilors then serving in office, but the Mayor would not be included as a Councilor for the purposes of determining the number of votes necessary to override a veto. Thus, if there were no vacancies among the 12 City Councilors (excluding the Mayor) at the time a vote was taken to override a veto, eight (8) votes would be necessary to override the veto.

QUESTION 2:

**AMENDMENT II
POLICE COMMISSION**

Shall the City of Rochester approve the charter amendment summarized below?

This amendment would repeal those provisions of the Rochester City Charter dealing with the Police Commission thereby abolishing the Rochester Police Commission

SPECIAL MUNICIPAL ELECTION VOTE RETURNS	MAYORAL VETO		POLICE COMMS.	
	YES	NO	YES	NO
WARD 1	612	264	407	461
WARD 2	562	268	353	473
WARD 3	596	244	366	472
WARD 4	622	244	355	521
WARD 5	575	236	345	460
TOTAL	2967	1256	1826	2387

PARTY AFFILIATIONS

	REP	DEM	LIB	IND	TOTAL
WARD 1	826	942	14	797	2579
WARD 2	967	875	7	701	2550
WARD 3	923	948	16	910	2797
WARD 4	735	1165	23	743	2666
WARD 5	796	867	17	765	2445
TOTAL	4247	4797	77	3916	13,037

VOTER TURNOUT

	TOTAL REGULAR BALLOTS CAST	TOTAL ABSENTEE BALLOTS CAST	TOTAL BALLOTS	TOTAL REG. VOTERS	PERCENT TURNOUT
WARD 1	857	52	909	2579	35.3%
WARD 2	814	50	864	2550	33.9%
WARD 3	820	62	882	2797	31.5%
WARD 4	876	58	934	2666	35.0%
WARD 5	792	60	852	2445	34.9%
TOTAL	4159	282	4441	13,037	34.1%

The following is a summary of filings received in the Rochester City Clerk's Office during the 1994 filing period for the above-captioned offices.

REPRESENTATIVES TO GENERAL COURT

REPUBLICAN	DEMOCRAT	LIBERTARIAN
WARD 1 - DISTRICT 15		
NONE	Frank D. Callaghan Rose Marie Rogers	Dean S. Murdo
WARD 2 - DISTRICT 16		
Clyde J. Douglass Sandra B. Keans	NONE	NONE
WARD 3 - DISTRICT 17		
Julie M. Brown	George F. Brown	Randall S. Bowen
WARD 4 - DISTRICT 18		
Patricia Dunlap	Raymond A. Lundborn	NONE
WARD 5 - DISTRICT 19		
Jonathan E. Sindorf	Diane Johnsen	NONE
DELEGATES TO THE STATE REPUBLICAN CONVENTION (TEN DELEGATES ELECTED CITY-WIDE IN SEPTEMBER)		
John Grimes Ronald R. Malone	Sharon E. Malone Patricia D. Sindorf	Laura L. Southworth

Respectfully submitted,

Gail M. Varney, City Clerk

REPORT OF CITY FINANCES 1993-1994

This year's Financial Report, excerpts of which are included herein, reflects the efforts of City Officials - Council and Management - to raise the City to financial credibility and stability.

For the first time, the Summer Teacher's Liability has seen a reduction as a result of the City's commitment to annually fund a significant amount towards eliminating it in FY2000. Also, for the first time, the Water and Sewer Enterprise Funds have experienced operational surpluses with the total of \$550,000 contributed by the General Fund being applied to the long standing deficit. This deficit is expected to be repaid by end of FY1998. As a sign of the City's significant cash flow improvement, Tax Anticipation Notes should not be required in the foreseeable future.

As a result of declining bond interest rates during the latter part of 1993, the City refinanced prior year bond issues, realizing debt payment savings of \$900,000 during the next four years and \$80,000 in the current fiscal year.

The City has developed, with the assistance of its auditors, a multi-year financial plan, designed to inform its citizens and assist city officials and management in dealing with various issues which have economic impact on the citizens as they relate to future Tax and water/sewer rates.

Respectfully submitted,

Richard Larochele
Business Administrator

MELANSON, GREENWOOD
& COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

Honorable Mayor and City Council
City of Rochester, New Hampshire

We have audited the accompanying general purpose financial statements of the City of Rochester, New Hampshire, as of June 30, 1994, and for the year then ended. These general purpose financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The financial statements referred to above do not include the General Fixed Asset Group of Accounts, as required by generally accepted accounting principles.

The City has not accumulated the total dollar amount of vacation and sick leave earned but not used by its employees. Generally accepted accounting principles require that such amounts, if material, be recorded as a liability in the accompanying financial statements.

In our opinion, except for the effects of the items referred to in the third and forth paragraphs, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the City of Rochester, New Hampshire, as of June 30, 1994 and the results of its operations, and cash flows of its proprietary and similar trust fund types for the year then ended in conformity with generally accepted accounting principles.

Melanson, Greenwood + Company

Nashua, New Hampshire
November 18, 1994

CITY OF ROCHESTER, NEW HAMPSHIRE

Combined Balance Sheet - All Fund Types and Account Groups
June 30, 1994

	Governmental Fund Types:			Proprietary Fund Type	Fiduciary Fund Type	Account Group General Long-Term Debt	Totals (Memorandum Only)
	General Fund	Special Revenue Funds	Capital Projects Funds				
ASSETS AND OTHER DEBITS							
Cash and cash equivalents	\$ 6,337,884	\$ 22,847	\$ -	\$ 200	\$ 176,406	\$ -	\$ 6,537,237
Investments	3,015,279	-	-	-	469,976	-	3,015,279
Taxes receivable	632,235	63,075	37,500	1,803,002	-	2,335,812	
Accounts receivable	1,189,044	3,029	499,780	94,123	-	1,785,976	
Due from other funds	1,454,722	-	-	-	-	1,454,722	
Advance to other funds	-	104,683	99,281	1,594,471	-	1,788,415	
Due from other governments	37,932	-	-	127,332	-	165,264	
Inventory	103,694	-	-	111,887	-	215,581	
Other assets	-	-	-	40,496,586	-	40,496,586	
Investments in fixed assets	-	-	-	-	-	9,090,000	
Amounts to be provided for retirement of general long-term debt by state	-	-	-	-	-	9,090,000	
Amount to be provided for retirement of general long-term debt	-	-	-	-	-	47,939,845	
Property and rights held under deferred compensation plan	-	-	-	-	-	112,383	
Total Assets and Other Debts	\$ 12,732,658	\$ 231,568	\$ 636,541	\$ 44,029,801	\$ 759,765	\$ 57,029,845	\$ 112,383
LIABILITIES, EQUITY AND OTHER CREDITS							
Liabilities:							
Accounts payable	\$ 1,049,081	\$ 55,822	\$ 57,630	\$ 54,830	\$ -	\$ -	\$ 1,217,363
Refinageable payable	-	-	40,040	-	-	-	40,040
Other payables	119,299	-	-	-	-	-	119,299
Due to other funds	631,536	2,083	-	1,152,355	-	-	1,785,976
Advance from other funds	-	-	-	1,454,722	-	-	1,454,722
Accrued expenses	1,553,083	-	-	431,329	-	-	1,984,412
Prepaid taxes	8,607,182	-	-	-	-	-	8,607,182
Deferred revenue	2,672,382	-	-	2,000	-	-	2,674,382
Escrow deposit - arbitrage	39,623	-	-	-	-	-	39,623
Liability for waste water treatment plant	-	-	-	-	-	-	22,000,000
General obligation bonds payable	-	-	-	-	-	-	58,835,000
Obligation to employees under deferred compensation plan	-	-	-	-	-	-	22,000,000
Total Liabilities	14,672,188	57,905	97,670	26,900,591	112,383	57,029,845	112,383
Equity and Other Credits:							
Contributed Capital	-	-	-	14,125,861	-	-	14,125,861
Retained earnings:							
Researved for capital projects	-	-	-	24,610	-	-	24,610
Unreserved for capital projects	-	-	-	2,978,539	-	-	2,978,539
Fund Balances:							
Researved for inventory	-	-	-	-	-	-	37,932
Researved for advances	-	-	-	-	-	-	1,454,722
Researved for endowments	-	-	-	-	-	-	803,899
Researved for encumbrances	-	-	-	-	-	-	803,899
Unreserved:							
Undesignated	(3,538,389)	135,729	538,871	-	42,483	-	(2,821,305)
Total Equity and Other Credits	(1,939,330)	173,861	538,871	17,129,010	646,382	-	16,548,594
Total Liabilities, Equity, and Other Credits	\$ 12,732,658	\$ 231,568	\$ 636,541	\$ 44,029,801	\$ 759,765	\$ 57,029,845	\$ 112,383

The accompanying notes are an integral part of the financial statements.

CITY OF ROCHESTER, NEW HAMPSHIRE

Combined Statement of Revenues, Expenditures
and Changes in Fund Balances
All Governmental and Expendable Trust Funds

For the Year Ended June 30, 1984

	General Fund	Special Revenue Fund	Capital Project Fund	Expendable Trust	Total (Memorandum Only)
Revenues:					
Taxes	\$ 27,446,235	\$ -	\$ -	\$ -	\$ 27,446,235
Licenses and permits	177,976	-	-	-	177,976
Intergovernmental revenue	7,973,606	1,273,566	50,000	-	9,297,172
Charges for services	163,430	-	-	-	163,430
Interest income	145,628	-	-	-	145,628
Other revenues	355,368	32,946	7,750	14,240	410,304
Total Revenue	<u>36,262,143</u>	<u>1,306,512</u>	<u>57,750</u>	<u>41,424</u>	<u>37,867,829</u>
Expenditures:					
General government	1,500,167	-	-	-	1,500,167
Public safety	4,120,753	-	-	-	4,120,753
Education	21,741,844	958,256	610,309	-	23,310,409
Public works	1,586,634	-	-	-	1,586,634
Human services	263,699	-	-	-	263,699
Culture and recreation	642,458	-	-	-	642,458
Debt service	2,313,227	-	-	-	2,313,227
Community development	-	303,785	-	-	303,785
Intergovernmental	2,066,470	-	-	-	2,066,470
Miscellaneous	176,878	-	-	-	176,878
Total Expenditures	<u>34,412,130</u>	<u>1,262,041</u>	<u>610,309</u>	<u>32,839</u>	<u>36,317,319</u>
Excess (deficiency) of revenues over expenditures	1,850,013	44,471	(552,559)	8,585	1,350,510
Other Financing Uses:					
Transfers out	(550,000)	-	-	-	(550,000)
Proceeds of refinancing debt	6,259,500	-	-	-	6,259,500
Paid to fiscal officer	(6,259,500)	-	-	-	(6,259,500)
Total Other Uses	<u>(550,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(550,000)</u>
Excess (deficiency) of revenues over expenditures and other uses	1,300,013	44,471	(552,559)	8,585	800,510
Fund Equities, beginning	<u>(3,239,143)</u>	<u>129,190</u>	<u>1,091,430</u>	<u>33,898</u>	<u>(1,984,625)</u>
Fund Equities, ending	<u>\$ (1,939,130)</u>	<u>\$ 173,661</u>	<u>\$ 538,871</u>	<u>\$ 42,483</u>	<u>\$ (1,184,115)</u>

The accompanying notes are an integral part of the financial statements.

CITY OF ROCHESTER, NEW HAMPSHIRE

Statement of Revenues and Other Sources, and
Expenditures and Other Uses - Budget and Actual
- General Fund

For the Year Ended June 30, 1994

	<u>Budget</u>	Actual (Budgetary Basis)	Variance Favorable (Unfavorable)
Taxes	\$ 24,513,821	\$ 24,513,821	\$ -
Auto permits	1,500,000	1,697,531	197,531
Miscellaneous	569,700	750,070	180,370
Intergovernmental:			
City	1,529,027	1,531,950	2,923
School	6,547,394	6,441,656	(105,738)
License and permits	147,006	177,876	30,870
Charges for services	166,322	163,430	(2,892)
Miscellaneous revenue	380,037	355,367	(24,670)
Interest income	95,000	145,628	50,628
Total Sources	<u>35,448,307</u>	<u>35,777,329</u>	329,022
Expenditures and Other Uses:			
General government	1,564,259	1,500,167	64,092
Public safety	4,124,147	4,121,005	3,142
Education	21,852,587	21,693,871	158,716
Public works	1,586,695	1,586,634	61
Human services	304,275	263,699	40,576
Culture and recreation	649,018	642,458	6,560
Debt service	2,346,493	2,313,227	33,266
Miscellaneous	228,295	176,878	51,417
Intergovernmental	2,066,470	2,066,470	-
Transfer out	726,068	726,068	-
Total Uses	<u>35,448,307</u>	<u>35,090,477</u>	<u>357,830</u>
Excess of sources and uses	<u>\$ -</u>	<u>\$ 686,852</u>	<u>\$ 686,852</u>

The accompany notes are an integral part of the financial statements.

A. Bonds Payable

Bonds payable at June 30, 1994 are comprised of the following issues:

Outstanding debt:	Final Maturity Date	Interest Rate	Balance at June 30, 1994		
			Governmental Funds	Enterprise Funds	Total
Fiscal year change bond #2	November 1997	variable	\$ 1,485,339	\$ 14,681	\$ 1,500,000
High School and Allen School Addition	October 2004	7.50%	511,500	-	511,500
Public buildings repairs	October 2005	7.50%	1,688,500	-	1,688,500
Capital bond issue #2	September 1994	8.60%	52,741	12,259	65,000
Capital bond issue #3	November 1999	9.40%	899,208	50,792	950,000
Capital bond issue #4	November 1995	7.45%	276,062	3,938	280,000
Capital bond issue #5	October 2008	variable	3,929,450	3,280,550	7,210,000
Capital bond issue #6	August 2008	variable	2,981,076	4,018,924	7,000,000
Capital bond issue #7	January 2010	variable	5,907,733	1,592,267	7,500,000
Capital bond issue #8	December 1996	6.80%	15,501,485	523,515	16,025,000
Capital bond issue #9	January 2013	variable	1,140,000	380,000	1,520,000
Water pollution phase 1	December 1996	3.90%	-	300,000	300,000
Waste water treatment plant	July 2004	variable	-	1,235,000	1,235,000
Sewer capital improvements bond	November 2005	8.16%	-	1,140,000	1,140,000
Water bonds	November 2006	7.04%	-	9,780,000	9,780,000
Refinancing bonds 1994	November 2009	variable	656,551	1,473,449	2,130,000
			<u>\$ 35,029,645</u>	<u>\$ 23,805,355</u>	<u>\$ 58,835,000</u>

The annual requirements to amortize debt outstanding as of June 30, 1994 are as follows:

General Long Term Debt				
<u>June 30.</u>		<u>Principal</u>	<u>Interest</u>	<u>Total</u>
1995	\$ 2,866,831	\$ 2,233,604	\$ 5,100,435	
1996	2,843,797	2,024,242	4,868,039	
1997	2,743,147	1,819,696	4,562,843	
1998	2,808,458	1,619,769	4,428,227	
1999	2,357,023	1,440,620	3,797,643	
2000-2014	<u>21,410,389</u>	<u>7,540,460</u>	<u>28,950,849</u>	
	<u>\$ 35,029,645</u>	<u>16,678,391</u>	<u>\$ 51,708,036</u>	
Enterprise Funds				
<u>June 30.</u>		<u>Principal</u>	<u>Interest</u>	<u>Total</u>
1995	\$ 1,573,169	\$ 1,321,072	\$ 2,894,241	
1996	1,596,203	1,209,668	2,805,871	
1997	1,631,852	1,096,591	2,728,443	
1998	1,626,542	986,869	2,613,411	
1999	1,722,978	881,308	2,604,286	
2000-2014	<u>15,654,611</u>	<u>3,550,732</u>	<u>19,205,343</u>	
	<u>\$ 23,805,355</u>	<u>\$ 9,046,240</u>	<u>\$ 32,851,595</u>	

Approximately \$8,375,785 of principal and \$849,000 of interest on this debt is being funded by contributions from the State of New Hampshire.

B. Legal Debt Limit:

The maximum debt limit for the City under statute is as follows:

	<u>Net Debt Outstanding</u>	<u>Percent of State Assessed Value</u>	<u>Statutory Limit</u>	<u>Available Debt Limit</u>
School	\$ 21,337,114	7.00 %	\$ 59,662,862	\$ 38,325,748
Water	14,253,807	10.00 %	85,232,660	70,978,853
All other	<u>12,192,531</u>	1.75 %	<u>14,915,715</u>	<u>2,723,184</u>
	47,783,452		\$ 159,811,237	\$ 112,027,785

Not Subject to Limitations:

Fiscal year change

bonds	1,500,000
Sewer	<u>9,551,548</u>
	<u>11,051,548</u>

\$ 58,835,000

The statutory limit is based on the state Department of Revenue Administration's assessed valuation of \$852,326,596.

C. Overlapping Debt

The City's proportionate share of debt of other governmental units which provide services within the City's boundaries, and which must be borne by the resources of the City, is summarized below (unaudited amounts):

<u>Related Entity</u>	<u>Total Principal</u>	<u>City's Percent</u>	<u>City's Share</u>
Strafford County	\$ 2,215,000	22.00 %	\$ 500,590

This liability is not reported in the accompanying financial statements.

17. Segment Information For Enterprise Funds:

The City maintains Enterprise Funds which provide water, sewer and recreational services.

Segment information for the year ended June 30, 1994 follows:

	Operating Revenues:	Water	Atena	Total
	Charges for services	\$ 2,607,697	\$ 207,886	\$ 4,799,103
	Other	37,811	56,699	167,024
	<u>Total Operating Revenues</u>	<u>2,645,508</u>	<u>264,555</u>	<u>4,966,127</u>
	 Operating Expenses:			
Personnel	310,931	393,190	81,871	785,992
Supplies and equipment	26,890	163,627	18,767	209,484
Depreciation	441,656	464,691	1,359	907,906
Utilities	218,287	74,997	52,709	345,983
Other expenses	71,227	108,651	76,104	255,862
<u>Total Operating Expenses</u>	<u>1,069,191</u>	<u>1,205,356</u>	<u>230,810</u>	<u>2,505,357</u>
	 Operating Income			
	986,843	1,440,152	33,775	2,460,770
	 Nonoperating Revenues and (Expense)			
Intergovernmental	145,098	-	-	145,098
Interest revenue	11,674	17,055	-	28,729
Interest expense	(680,056)	(930,031)	-	(1,610,087)
Extraordinary loss on debt refinancing	(458,733)	(1,014,716)	-	(1,473,449)
<u>Total Nonoperating Revenues and (Expense)</u>	<u>(982,017)</u>	<u>(1,927,692)</u>	<u>-</u>	<u>(2,909,709)</u>
	 Income (loss) before operating transfers			
	4,826	(487,540)	33,775	(448,939)
	 Operating Transfers In (Out)			
Transfer in	100,000	450,000	-	550,000
<u>Total Operating Transfers In (Out)</u>	<u>100,000</u>	<u>450,000</u>	<u>-</u>	<u>550,000</u>
	 Net Income (Loss)			
	104,826	(37,540)	33,775	101,061
	 Depreciation on assets acquired with contributed capital and municipal investment			
	291,700	24,924	300	316,924
	 Net Increase in Retained Earnings			
	396,526	(12,616)	34,075	417,985
	 Retained Earnings, July 1, 1993			
	1,183,952	1,335,113	66,099	2,585,164
	 Retained Earnings, June 30, 1994			
	\$ 1,580,476	\$ 1,322,497	\$ 100,174	\$ 3,003,149
	 Additional Segment Information:			
Fixed asset additions	\$ 131,736	\$ 76,989	\$ 8,255	\$ 216,980
Advance from General Fund	995,240	459,482	-	1,454,722
Total Assets	26,208,832	17,712,005	108,764	44,029,601
Bonds payable	9,551,548	14,253,807	-	23,805,355
Net working capital	(587,292)	(708,927)	89,738	(1,207,481)
Total equity	14,861,118	2,166,968	100,924	17,129,010

REPORT OF THE CODE ENFORCEMENT DEPARTMENT 1993-1994

The Code Enforcement Department has been very active during this 12 month period. As the population of Rochester continues to grow so does the responsibility of the department to enforce the rules and regulations of the City of Rochester. This office remains dedicated to this responsibility and will continue its program of positive code enforcement as a means of ensuring the health and safety of the citizens of Rochester.

The total revenue collected by the Code Enforcement Department was \$106,835.75 and is categorized as follows:

Food Establishment Licenses	\$ 18,360.00
Animal Control Fines & Shelter Fees	3,912.50
Code Enforcement Permits	15,767.25
Building Permits	68,796.00
	<hr/>
	\$106,835.75

The total amount expended by the department was \$228,434.72.

BUILDING INSPECTION

Major duties of the department include the administration of the BOCA National Building Code, the review and issuance of building permits, and the inspection of construction sites to ensure their conformance with the Zoning Ordinance, Planning Board approvals, and the Building and Life Safety Codes. A total of 1,638 permits were issued with an estimated building cost of \$19,924,445.

HEALTH

The major health related duties of the department continue to be the licensing and inspection of the City's food service establishment industry. We have worked closely with the owners and operators to ensure compliance with the N.H. rules for the sanitary production and distribution of food. During the year each food establishment was inspected a minimum of two times and as a whole Rochester's food establishments are in excellent condition.

The department also performed inspections of day care and foster home facilities, investigated housing code complaints and responded to various health related concerns of the citizens of Rochester.

The Animal Control Officer, Mr. John Fitch, has remained very active. During this year he responded to a total of 563 animal related complaints and impounded 120

dogs. As part of our agreement with the Cocheco Valley Humane Society, 38 unclaimed dogs and cats were brought to the shelter for possible adoption.

The Board of Health has met periodically throughout the year. They remain active in the City's food service establishment licensing and inspection program and they have also advised the Health Officer and Animal Control Officer regarding rabies control.

The Board of Health is comprised of the following members:

Dr. Thomas Moon, D.V.M. - Chairman
Mr. John Stowell, H.O. - Secretary
Dr. James DeJohn, M.D.
Mr. William Keefe, P.D.
Dr. William Olney, M.D.

CODE ENFORCEMENT

Other general activities performed by the department included inspection and licensing of mobile home parks, licensing of bowling alleys, movie theaters, pool tables, taxi cabs, junk yards, second hand dealers, video games and hawkers and peddlers.

Respectfully submitted,

John Stowell
Director of Code Enforcement

BUILDING PERMITS FISCAL YEAR 1993-1994

Month/ Year	Conv. Homes	Condos & Apartments	Mobile Homes	Outbuildings	Residential Additions Alterations	Repairs & Nonresidential Buildings	Nonresidential Additions Alterations	Repairs & Outbuildings	Foundations	Mechanical	Fire Protection
Jul '93	2	90,000	0	0	265,517	31	255,637	2	2,100,000	6	29,600
Aug '93	0	0	0	0	12	368,953	35	147,380	0	0	2
Sep '93	3	246,850	0	0	4	134,600	31	226,362	1	6,500	3
Oct '93	2	272,000	0	0	6	184,837	25	141,158	1	2,450,000	8
Nov '93	5	614,320	0	0	5	121,803	21	121,618	3	1,941,000	9
Dec '93	1	70,000	0	0	3	86,297	10	39,609	1	10,000	5
Jan '94	1	63,000	0	0	4	124,000	11	94,250	0	0	5
Feb '94	2	95,000	0	0	2	60,500	9	56,000	0	0	3
Mar '94	6	331,565	0	0	0	11	83,825	1	500,000	4	37,550
Apr '94	4	412,000	0	0	9	225,480	48	237,010	1	1,825	10
May '94	5	503,000	0	0	5	156,000	51	310,197	0	0	3
Jun '94	5	365,462	0	0	3	104,125	48	204,565	1	190,000	3
	36	3,063,197	0	0	63	1,832,112	331	1,917,611	11	7,199,325	59
											1,472,015
											7
											25,850
											219
											1,665,432
											13
											42,300

BUILDING PERMITS (Continued)
1993-1994

	Electrical	Plumbing	SigNS	Pools	Other	Renewals	Monthly Total	Year To Date Total	Demolitions
66	313,762	15	110,730	1	600	12	64,589	5	8,061
33	22,955	17	30,850	3	1,800	1	2,500	2	3,100
46	30,127	13	11,850	0	0	1	11,945	4	3,160
45	388,160	14	123,200	2	600	0	0	5	8,962
44	213,445	26	111,230	7	6,679	0	0	2	1,700
37	35,790	10	24,850	1	850	0	0	3	7,100
29	183,195	8	13,860	2	7,200	0	0	0	0
30	39,990	16	23,550	2	8,500	1	52,000	1	980
34	90,030	17	51,600	2	3,010	0	0	1	4,400
62	62,765	26	41,605	7	3,453	3	18,350	5	5,609
58	130,790	29	85,463	0	0	7	24,849	15	31,443
56	110,725	19	34,650	1	4,000	11	51,158	13	7,683
540	1,621,734	210	663,438	28	36,692	36	178,591	56	82,198
								29	123,950
									1,638
									19,924,445
									20
									42,215

REPORT OF THE FIRE DEPARTMENT 1993-1994

I submit this Fire Report for the Fiscal Year of July 1, 1993 through June 30, 1994 for the Rochester Fire Department.

This fiscal year has been a continuation of our efforts to rebuild our department in especially difficult economic times. I continue to be pleased and impressed with the quality of our firefighting force and the positive progress they have made.

We continue to focus on the overall City Master Plan and align our goals, objectives and priorities based on the City's planning process.

In previous reports I have addressed three primary considerations that the City must address in future planning. They are primarily the upgrading of fire apparatus, staffing and fire sub-stations.

We are pleased to report the continued upgrade of our equipment such as tools, portable equipment and apparatus which, of course, is essential to our peoples' safety and effectiveness.

The City Council has made a serious commitment to a long term apparatus replacement plan, spreading the cost of fire trucks and vehicles over a number of years.

Although the City has not added more personnel to fill the void we have in shift staffing, they have however increased overtime accounts to help alleviate some of the problems while keeping costs to a minimum.

In regards to fire sub-stations, the City has included this issue as an item for future considerations in the City Master Plan.

We are confident the City Administration is cognizant of our issues in fire protection services and will be taking further steps in the near future to help address these matters.

We are pleased to report the continued success of our Public Fire Education Program in all City and private schools as well as our contacts and work with businesses and the general public. We receive a large amount of requests for our Fire Prevention smoke trailer in the region and the October 1993 Fire Prevention Open House was a huge success with several hundred people in attendance, most with their children at Central Station.

We have placed a very high emphasis on firefighter training both daily and on a program basis. As previously stated, most of our full-time personnel have attained the highest level of State training available and are highly competent in the technical areas and specialty equipment needed for effective operations.

Our Call Force has shown great involvement in training and attendance for calls. These firefighters are also very involved with structural fire suppression and overhaul on a part-time basis and provide a good service to the City.

SUMMARY

As we state in previous reports, the Rochester Fire Department serves its community well. Our force is comprised of some of the most experienced full-time and call firefighting personnel in the region who are not only very talented, but enthusiastic, motivated and dedicated to their public safety role in the community.

Fire protection for any community is only a part of a larger "pie" which makes up governmental services. This is why it becomes increasingly more important for us to justify more appropriately, plan with more foresight, to be more productive and to examine what's appropriate for the City of Rochester.

As I've state in previous years, our department needs serious attention in many areas in order to keep pace with our City's growth and future projections.

You will note the significant increase in our emergency activity, especially under the medical aid responses and other hazardous conditions. This has resulted in a number of back to back calls, resulting in the need to call back personnel to cover the Central Station more often.

We look forward to addressing these issues for the future, while understanding and coping with our less-than-desirable City financial picture.

For now, our people will continue to work hard so that we have the best firefighting force available.

I would like to thank the various City Departments for their assistance over the past year, the employees of this department who are directly responsible for the success of our organization, you, the City Manager, the Mayor and City Council and the citizens of Rochester which we serve.

Respectfully submitted,

Mark Dellner
Chief of Department

FIRE DEPARTMENT RESPONSE ACTIVITY

EMERGENCY RESPONSE CALLS	FY '94
Situation Found Undetermined	3
Fire Our at Arrival.....	16
Structural Fire	54
Outside of Structure Fire.....	6
Vehicle Fire	33
Trees, Brush, Gas Fire.....	40
Refuse Fire	18
Fire, Explosion-not classified.....	3
Overpressure Rupture	2
Air, Gas Rupture	3
Overpressure Rupture-not classified	1
Rescue Call; MVA No Jaws Used.....	108
Emer. Med. Call Amb Assist.....	134
Lock In	1
Extrication	6
Rescue Call not classified	89
Hazardous Condition, Standby	95
Spill, Leak w/no Ignition	61
Excessive Heat	1
Power Line Down	106
Arching, shorted electrical	29
Aircraft standby.....	1
Hazardous Condition, Standby	43
Service Call	119
Lock-out	20
Water Evacuation	10
Smoke, Odor Removal	6
Animal Rescue	2
Assist Police	21
Unauthorized Burning	12
Cover Assignment	17
Service Call-not classified	16
Good Intent Call.....	142
Smoke Scare.....	28
Controlled Burning	11

EMERGENCY RESPONSE CALLS (Continued)**FY '94**

Vicinity Alarm.....	7
Steam, Other Gas Mistaken For	3
Good Intent Call-not classified	22
False Call.....	20
Malicious, Mischievous False.....	9
Bomb Scare, No Bomb	3
System Malfunction	142
Unintentional.....	57
False Call-not classified	2
Type of Situation Found-not classified	6
TOTAL	1,528

NON-EMERGENCY ACTIVITY**FY '94**

Day Care Inspections	34
Fire Drills	91
Fire Investigations	23
Fire Safety Inspections	325
Foster Home Inspections.....	14
Oil Burner Inspections	93
Training Sessions	547
Woodstove Inspections.....	19
TOTAL	1,146

REPORT OF THE ECONOMIC DEVELOPMENT DEPARTMENT 1993-1994

This past year saw Rochester gaining momentum in economic development. Our family of companies is increasing both in numbers as well as in employment and space. We have been successful in our efforts because of the mix of companies located here.

We had a celebration for K.W. Thompson Tool on their 30th Anniversary of locating in Rochester. In presenting a proclamation to Robert Gustafson and Joe Behre, Mayor Roland Roberge praised the company for their commitment to the City and to their hundreds of employees.

Cabletron Systems continued its efforts to solidly root the company in Rochester. The company plans another building in the city. This brings the total to six with an excess of 3,000 jobs. Another highlight was the groundbreaking for Salmon Falls Precision Fabricators' new facility in the Granite State Business Park. This project was the result of a very creative joint venture between the Rochester Economic Development Authority and the Granite State Business Park, Inc. The Authority members spent countless hours working on this project with the state agency, the Business Finance Authority. The project resulted in the opening of the Business Park as well as the construction of a 40,000 sq. ft. manufacturing facility.

Another highlight of the year was the announcement that Prime Tanning Inc. of Berwick, Maine would build a new 200,000 sq. ft. building at the Granite State Business Park. The company plans to move their corporate headquarters and build a state-of-the-art leather finishing plant. This remarkable announcement follows years of efforts by Howard Katz, Mayor Roland Roberge, former Senator Ed Dupont, City Manager Gary Stenhouse, State Senator George Lovejoy, John Delude and the members of the Rochester Economic Development Authority, and all the City employees and boards and commissions.

Speaking of the Authority, it should be comforting to the citizens of Rochester to know that the efforts of the Authority will result in about \$150,000 in new tax revenue, as well as part ownership in a portion of the Business Park that is a very valuable asset.

The success of our economic development efforts are the envy of every community in this State. We accomplished this because of a team effort. Many thanks to all the City employees who work hard every day to make this a better community.

REPORT OF THE ROCHESTER PUBLIC LIBRARY

1993-1994

One hundred years ago the Rochester Public Library was formed to provide Rochester citizens with a free municipal library. On January 22, 1994 the library celebrated the one hundredth anniversary of the opening of the library with a week of events and programming. Between 1894 and 1994 use of the library has grown as the population of the City has grown. The library collection, started with 3,240 volumes, has increased over 61,000 volumes. Circulation has grown from 18,758 to over 141,000 items per year. The number of registered borrowers has grown from less than 1,000 to over 11,000. And as library use has grown, the library facilities have had to grow. Over the last two years, the Board of Library Trustees and the library staff have worked to develop a viable plan to improve the current library facilities.

In early 1994 a feasibility study was completed which recommended adding an addition to the rear of the existing Carnegie Library building. Approval by the City Council of the 1994/95 Capital Budget request for the library building has made it possible for the project to proceed. Much work will be required over the next year to make this plan a reality.

Despite problems with staff resignations and illnesses, the library continued to provide quality service. An emphasis on friendly and cheerful service has paid off with positive feedback from members of the community. An effort has been made to fulfill the most frequent patron request - more reference coverage. The library now covers 53 of the 60 hours the library is open per week with professional reference service. The continuing increases in usage in this department, including a doubling of the number of questions asked over a three year period, reveal that there is high demand for this service. To help improve our ability to provide reference service, the library acquired a computer with an attached CD-ROM tower. Residential and business telephone directories, job listings, and an encyclopedia are available so far.

In 1993/94 programming for children was expanded. Besides 108 full to capacity story time sessions, 44 programs of music, reading, crafts, and more were presented to more than 4,050 children. Additionally, the Summer Reading Program registered 647 children who read 7,261 books.

In the next year the library will build on this years efforts with a library expansion, a Friends of the Library Building Fund Drive, increased use of technology, and continuing efforts to provide friendly, effective service to all library users.

Respectfully submitted,

Cynthia L. Scott
Librarian

LIBRARY COLLECTION

Books:

Additions:

Gift	126
Purchase	2,777

Discards:

2,568

TOTAL Book Collection:

59,291

Audio-Visual:

Additions:

Gift	115
Purchase	368

Discards:

24

TOTAL Audio-Visual Collection:

2.063

Serials:

197

LIBRARY SERVICES

Public Service Hours

2,890

Borrowers Registered in 93/94 (3 yr. card)

3,273

Adult Circulation

72,754

Juvenile Circulation

68,104

Reference Questions

6,728

Programming

Programs	160
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Attendance	6,364
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LIBRARY EXPENDITURES 1993/1994

Personnel Compensation		226,835
Benefits		44,830
Staff Development/Transportation		634
Equipment		4,845
City	4,481	
Special	364	
	4,845	
Supplies		8,108
City	8,092	
Special	16	
	8,108	
LSCA Title I Grant		1,500
Print Material		48,403
City	27,923	
Special	14,970	
Trust	5,510	
	48,403	
Microforms		2,336
Audio-Visual		11,869
City	4,607	
Special	5,823	
Trust	1,439	
	11,869	
Database Services		4,155
City	4,022	
Special	133	
	4,155	
Conservation		536
Utilities		10,428
Other (Advertising, Printing, etc.)		1,166
Service Contracts		1,500
Programming		1,138
Year End Balances		11,669
Capital Budget	448	
Trust Checking Account	1,994	
Trust CDs/Savings	3,281	
Other CD/Savings	2,711	
Special Checking Account	2,710	
Transfers and Miscellaneous		916
TOTAL EXPENDITURES:		380,343

LIBRARY INCOME 1993/1994

City of Rochester Operating Budget		338,528
LSCA Title I Grant		1,500
Library Capital Budget*		448
Trust Funds		11,220

Funds	Principal	93/94 Earned Interest	Accumulated Interest**
City Trusts***	74,500	7,414	NA
Brock	5,000	525	NA
Edgerly	2,500	93	1,290
Greene	1,600	132	1,161
Jenness	1,250	52	223
Malloy	1,000	60	270
	85,850	8,276	2,944

TOTAL Interest Income: 11,200

Other Accounts		2,711
Certificate of Deposit (plus interest)	2,228	
Savings (plus interest)	483	
	2,711	
Fines and Fees		9,000
Gifts/Memorials		2,422
Out of Town Registrations		5,495
Book Sales		1,362
Copier, Computer, Reader-Printer Receipts		1,401
Interest		177
Trust Checking Account	58	
Special Checking Account	119	
	177	
Miscellaneous		1,498
Balances as of July 1, 1993		4,581
Trust Checking Account	946	
Special Checking Account	3,635	
	4,581	
TOTAL INCOME:		380,343

* Library Design Funds were placed in the Public Buildings Department.

Capital Budget Amount	75,000
Total Spent FY 93/94	20,128
Total Carried Forward	54,872

** Four trust funds have accumulated interest earned in previous years. This interest will be spent annually starting in FY 94/95.

*** Ten library trust funds are held by the City of Rochester and managed by the Charter Trust Company.

REPORT OF THE DEPARTMENT OF PLANNING, DEVELOPMENT AND ZONING 1993-1994

The fiscal year 1993-1994 was a very busy year for site planning, industrial and commercial sites. Over the year, the department has concentrated on transportation planning, master planning, community development planning, wetland surveying, impact analysis, and information system development. The Planning Board and Planning Department were involved in putting the Capital Improvement Program together and sending it on to the Council. The newly developed application processing quality control program was tested this year and appears to be meeting its objective of improving the placement of quality infrastructure. Industrial and commercial proposal were fast tracked but not at the expense of the neighborhoods and the environment. A Planning Board inspection program, financed by the applicants, has been tested and appears to be effective. The department has successfully been awarded two major transportation grants for an intra-city bus and a bicycle lane to Route 108. A total of \$900,000 in federal grant money was obtained for this year by the department.

DIVISION OF LONG-RANGE PLANNING

The Long-Range Planning Division has again concentrated its activities on Master Planning, developing ordinances, fiscal studies. The extensive computer based decision support system has begun to realize its "pay-back" by providing interactive support for project analysis and map making.

MASTER PLANNING: The Planning Board has up-dated the Transportation, Recreation, Economic Development, Housing, Government, and Introduction Sections of the master plan.

CONSERVATION AND RECREATIONAL PLANNING: Data collecting has begun on the Conservation Section of the master plan with the Conservation Commission's wetland mapping program.

LONG-RANGE PLANNING: The Department completed the Fiscal Analysis Section of the Impact Fee ordinance and continued the intensive work required by the E 911 RSA requirement.

TRANSPORTATION PLANNING: The Department has spent considerable time maintaining Rochester's Transportation Improvement Plan (TIP) and working with the SeaCoast MPO (Municipal Planning Organization) is developing the Regional TIP. A traffic study was conducted on the Exit 14 Ten Rod Road/Spaulding intersection.

APPLICATION PROCESSING: This was another very busy year for the Division of Application Process but regardless of the lengthy agendas, the department has worked very hard in ensuring quality control of the approval process. We have re-

sponded to the need for a more quality program by identifying in detail a process and by hiring a skilled planner to carry out this process.

We would like to thank the following Planning Board members for their dedication and hard work. The regular members: Neil Lachance, Chairperson; Phillippe Scott, Vice Chairperson; Bruce Roberts, Secretary; Maurice Gagne; Annette Plaisted; Steve Fenstermaker; James McManus, Ex-Officio and Gary Stenhouse, City Manager. The Alternative members are Elmer Lavallee, Kathleen Justice, and Edward Saputa, Alternate Ex-Officio, Council Member.

The following table represents comparative two year workload of the Planning Board:

	FY 1992-93	FY 1993-94
Limited & Major Subdivision	18	19
Subdivision Lots	14	78
Applications for License to Operate a Mobile Home Park	2	0
Site Review	23	38
Excavation Permits	2	0
Lot Line Revision	15	6
Minor Site	0	18
Extensions	0	9
Total	74	168

ZONING

Members of the Zoning Board of Adjustment have done an excellent job during this fiscal year. We wish to thank the following members for their dedication and interest in the City's Development: Seglinde Fizz, Chairperson; David Stevens, Acting Chairperson; Diane Johnsen; Stephen Wallace; Stephen Fenstermaker; Clyde Douglass; George Jackson and Jim Bauer.

The following table represents the applications processed for the year:

		Approved	Denied
Exceptions	8	8	0
Variances	55	48	7
Appeal of Administrative Decision	3	3	0
Rehearings	7	1	6
Total	73	60	13

COMMUNITY DEVELOPMENT

The Community Development Block Grant (CDBG) is offered by the U.S. Department of Housing and Urban Development (HUD). The federal grants are aimed at promoting sound community development. The program provides financial assistance to carry out a wide range of community development activities directed toward neighborhood revitalization, residential rehabilitation, and economic development, removal of architectural barriers, public service agencies, and public capital improvements.

The City's CDBG Program, continues to provide financial assistance to low/moderate income individuals and/or families in Rochester, East Rochester, and Gonic. Over the past year, the CDBG Program, in the form of a grant, has made weatherization improvements to twenty (20) single family households. The CDBG Program also provided administrative, technical, and financial assistance, in the form of a loan, to a Mobile Home Park Cooperative. This project is in the designing stages, however, when completed thirty three (33) failed septic systems will be connected into the City's sewerage system.

The City continues to improve its citizens, economic opportunities by providing administrative, technical, and financial support to qualified applicants through its CDBG Program. Last year the CDBG Program launched its first ever Job Opportunity Benefit Loan Program (JOB). The JOB Loan Program provided financial support, in the form of a loan to qualified businesses located within the boundaries of Rochester, East Rochester, and Gonic. Funding from the JOB Loan may be utilized to renovate or purchase property, and/or to purchase machinery or equipment. In special situations funds may be used for working capital. The program has strengthened the city's workforce and has also increased the employment opportunities for residents within our City. To date, a total of eight (8) jobs were retained, fifty-two (52) were created and with a total of twenty-five (25) new jobs expected over the next two (2) years.

The JOB Loan repayments are recycled through its JOB Loan Program, thus placing the program in a self-perpetuating status.

Last year several neighborhood coalitions struggled to improve the aesthetics of their neighborhoods. Their hard work and determination has paid off; to date one (1) neighborhood has improved its aesthetics, Academy Street, while another is underway. The most current being Lafayette Street. The Coldspring Neighborhood Coalition requested that the City purchase a multi-family unit, utilizing CDBG funding, that was condemned. The purpose of the request was for the City to purchase property, demolish unit, and replace empty lot with a small pocket park. All have been accomplished except for the fencing, seeding and the installation of benches and these are in the final stages of completion. The pocket park will be monitored by the Coldspring Neighborhood Coalition.

Another Coalition, "School Street School Coalition," has been involved in making improvements to the school's park. The school park is an attraction for young families within the neighborhood. The improvements will consist of tree plantings,

and the provisions for litter receptacles, park benches, and picnic tables. It is anticipated that the project will be completed prior to the opening of the school year.

The responsibility for assisting homeless individuals and/or families and the at-risk population will remain at the local level with significant support derived from existing homeless shelters and supportive services. Studies have indicated that additional shelters will be necessary for victims of domestic violence, sexual abuse, drugs, and alcohol abuse. Supportive housing needs and services for persons with AIDS, along with supportive housing and services for the mentally ill and the terminally ill are still in great need. During FY 93-94 the City provided support for six (6) public service agencies in addressing the needs of the above population.

The City of Rochester is well on its way to meeting the "Americans With Disability Act" (ADA) requirements. To date, the Rochester Recreation Center renovations have been completed. The center is in the process of purchasing a TTD/TDD (a device to assist those with hearing impairments), once purchased the center will then be one hundred (100%) percent handicap accessible. The City's Police Station has just gone under major renovations as well. The station is in its final stages of completion (about 95% completed) and will also be totally handicap accessible. The designs and workscopes for the remaining municipal buildings have been completed and will go out for bid in the near future. It is anticipated that **all municipal buildings** will be in compliance with the "Americans With Disabilities Act" by the end of 1994/1995.

The City's Community Development staff will continue to provide technical assistance to assure the City meets needs of the disabled.

The Community Development Block Grant Program is a very important tool for the City. It has not only allowed the City to address some of its needs but has provided the funding to make the changes. Last years report stated that city residents would continue their fight in abolishing the "depressed neighborhood stigmas" and would strive to make our community a safe and more beautiful place to live. Through the use of CDBG funds, and the hard work of the neighborhood coalition(s) we are now seeing the visual improvements. This past year has been an exciting and fulfilling year, keep it up good neighborhoods and we'll be the most wanted city in which to live.

Respectfully submitted,

Peer Kraft-Lund
Planning, Development and
Zoning Director

REPORT OF THE POLICE DEPARTMENT

1993-1994

It shall be the duty of the Board of Police Commissioners authorized hereunder to appoint such police officers, constables, and superior officers as it may in its judgment deem necessary and to fix their compensation; and to make all rules and regulations for the government of the police force and to enforce the same.

The Prime Mission of the Rochester Police is the protection of life and property. This is accomplished through fair and equal enforcement, always keeping in mind the rights and dignity of the public. The basis of all Police Action is the law and the credibility of the Agency. The measure of our service will be judged by the Public in the way we deliver our service. We will hold all personnel to a high level of ethical practices.

Our staff consists of sworn officers, including the Chief, Major, Captains and Lieutenants, Patrol and Detective Divisions and a civilian support staff. Although very separate in their job functions, all of us work together in producing a high level of service to the citizens.

The Police Explorer Post 2354 has 16 members, and is assisted by six advisors from the Police Department. The Explorers are a nationally recognized Division of the Boy Scouts, whose purpose is to teach young adults about careers in law enforcement. The in-house training they receive is quite similar to that of a new Police Officer. Upon completion the Explorers can be used for various functions like traffic control, communications and they may also participate in a Ride-Along Program. This year two members of Post 2354 graduated from the State Police sponsored Explorer Cadet Program, while Lt. Shawn Croteau and Captain Cait Godfrey were recognized as N.H. Outstanding Male and Female Explorer of the Year. This award has never gone to persons of the same Post before.

During this time period, the Police Department underwent significant renovations to the third floor which formerly housed the District Court. This has been developed into office space. There were other modifications made to the first and second floors as well. All of this was accomplished with the cooperation of the City Manager, Code Enforcement and Police Department members.

In fiscal year 1993/1994 we recorded 42,445 log entries to the Communications Center. Our Fiscal Year Objectives as set by the City Manager and approved by the Police Commission were:

- Continue the community policing effort;
- Continue interaction with customers through park and walk, school lunch, DARE and others;

- Ascertain and respond to customer service needs through surveys, individual and group meetings with local businesses, parent and school organizations and social clubs.

Our Public Relations program continues with the School Lunch, Driver's Education Classes, the Good 'Ol Sports, Scouting Groups, Kindergarten Cop, the bicycle patrol, neighborhood coalitions and the DARE Program. The DARE Program has graduated more than 3,000 Rochester School students over the past four years. The bicycle patrol program has proven to be such an effective tool that many other local communities have begun similar programs. There are approximately 19 neighborhood groups in the City, with more than 12 officers volunteering to work with these groups.

The Police Department has conducted other public relations events such as Department tours and safety talks, presentations on seatbelt safety, bicycle safety, home and business security. We have provided Officers at classes in the High School to discuss current issues in Business Law and Civics. The Department has assisted with requests for discussions in the Community for issues of family violence and sexual abuse. The Department participated in the annual Lilac Mall Community Services Weekend and also continue our outreach to members of the business community. These are only some examples that show community policing does work. With citizen assistance, community policing will be the norm in Rochester.

We have introduced two new Police Officers to serve the Community this year who have filled current vacancies. However, the Department continues work on receiving federal funds for *additional* Police Officers through President Clinton's Crime Bill. Acquisition of these Officers will allow for expansion to our Community Policing Program and philosophy.

The Rochester Police Department is committed to receiving input from the citizens and developing an open-minded concept of community policing. It will be that team effort between the Police and the Community that we will all live in a harmonious relationship.

Respectfully submitted,

Donald L. Vittum
Chief of Police

REPORT OF THE PUBLIC BUILDINGS DEPARTMENT 1993-1994

The responsibilities of the Public Buildings Department continue to be the repair and maintenance of assigned City buildings, as well as maintenance of lawns, parks and recreational facilities. During this fiscal year the department relocated its maintenance shop from City Hall to the Community Center. Staff members include the Supervisor of Public Buildings, the Public Buildings Foreman, one full-time maintenance person, four full-time custodians, and three temporary seasonal employees.

Major accomplishments for the period include: renovation of the Police Station including the elimination of the former District Court room on the second floor, replacement of the flat roof on the Central Fire Station, renovation of the City Managers office, maintenance of the outdoor swimming pools, and flooding and maintenance of the outdoor skating rinks.

The Department will continue, with the cooperation of the Mayor and City Council, to revitalize the City's physical plants.

Respectfully submitted,

John Stowell
Supervisor of Public Buildings

REPORT OF THE DEPARTMENT OF PUBLIC WORKS

1993-1994

The activities of this department are as follows:

DRAINAGE WORK

STREET

Old Dover Road	12" - 300 l.f., 2 catch basins
Oak Street (Gonic)	12" - 40 l.f., 2 catch basins
Whitehall Road	4' x 2.5' - 40 l.f.
	2 - 12" - 40 l.f.
Betts Road	15" - 400 l.f., 5 catch basins
	18" - 80 l.f.
Hansonville Road	12" - 40 l.f., 1 catch basin
Gina Drive	12" - 120 l.f., 2 catch basins
Birchwood Avenue	8" - 140 l.f., 1 catch basin

NEW STREETS - ACCEPTED

Chapman Drive	0.15 miles
Jonathan Avenue	0.42 miles
Continental Boulevard	0.25 miles
Windhaven Drive	0.11 miles
Fortier Drive	0.28 miles
TOTAL	1.21 miles

STREET PAVING

Adams Avenue
Bradley Court
Signal Street
Whitehall Road
Betts Road

BODY SHOP

11 trucks and city vehicles - painted and repaired

DUMP FILL

1,700 yards

TREES

49 trees removed
23 stumps

MISCELLANEOUS

Line painting	Christmas decorations
Traffic & street signs	Traffic and street lights
Cleaning catch basins	Road patching
Street sweeping	

SALT

2199.32 tons

SAND

5681.0 yards

Called for after hour jobs - 54 (highway)

Called for after hour jobs - 30 (water, sewer)

The activities of the Water and Sewer Divisions are as follows:

WATER DIVISION

New Water Services	38
Complete Water Relay Services	43
Relays - Main-Stop	49
Relays - Stop to Cellar	36
Services Discontinued	8
Services Repaired	68
Water Turn-ons	136
Water Turn-offs	164
Miscellaneous Water Jobs	183
Road Repairs	67
Water Line Inspections	22
Water & Sewer Estimates	86
Repair, Replace or Relocate Hydrants	11
Gate Boxes Raised	24
Gallons of Water Produced	861,052,000

SEWER DIVISION

Sewer Service Calls	104
New House Services	26
Repairs To Services	32
Miscellaneous Calls	162
Industrial Inspections	23
Gallons of Wastewater Treated	1,053,782,000

As part of our continuing water system upgrade, new water lines were installed on the following streets:

River Street
Grove Street (Gonic)
Loring Drive
Bradley Court
Louise Street
McDuffee Street - Fortier Drive

The re-organization of the Public Works Department in February 1994 resulted in a savings in excess of \$100,000.00. The savings came about by the consolidation of the management and supervisory functions of the department along with a better utilization of existing manpower and equipment.

My thanks to the City Manager, Mayor and Council for their support as we continue to look for ways to be more responsive to the needs of the citizens of the City of Rochester.

Sincerely yours,

Martin G. Laferte, Commissioner
Department of Public Works

REPORT OF THE DEPARTMENT OF RECREATION AND YOUTH SERVICES 1993-1994

The Department of Recreation and Youth Services is comprised of four programs: Recreation, Court Diversion, Youth Connection, and Substance Abuse Prevention. The department is located in the Community Center on Wakefield Street in Rochester.

The Recreation program provides a diversified range of activities to meet the ever increasing leisure time needs of the community.

The Court Diversion program provides an alternative to the judicial system for selected Rochester youths who have committed delinquent offenses.

The OSAP supports and coordinates programs designed to prevent the abuse of alcohol and other drugs by the citizens of Rochester.

The Rochester Youth Connection program "connects" mature stable adults with youngsters who need companionship and role-modeling. The program also provides interested youth with the opportunity to volunteer at selected worksites within the community, thus getting valuable work skills for future use. We feel very fortunate that the Rochester Rotary Club has sponsored this program since it started.

These programs work very closely with one another to make sure that the youth and adults involved have the necessary support to insure quality in all programs.

The Recreation program offers a wide variety of programs for the young and old of the community. We feel fortunate that the City of Rochester has such a volunteer orientated population. Because of the volunteers we are able to expand on the programs that we offer.

Summer is the busiest season of the year. We are able to teach area youth how to swim at the three outdoor pools using the Red Cross method of swimming classes. We also offer four playground sites throughout the City for children to participate in on a daily basis, encouraging them to have fun at creative play with their peers, in a well-supervised setting. Rochester hosted the Annual State Hershey Track and Field Program again this year. This program brought nearly 950 youth, ages 9-14, from over 40 communities to our city for an all-day event. Throughout the year we offer a wide variety of basketball programs for all ages, with youth leagues in the winter, camps in the summer, and open gym times for all ages year round. The department tries to offer a variety of programs for all members of the community. To name but a few, we include karate, dog obedience, dance, creative movement, adult volleyball, adult walking club, and special trips.

The Department of Recreation and Youth Services continues to work closely with other city departments and agencies. We strive to service the needs of the community as well as maintain a high quality level.

I would like to thank the City Manager, The Mayor, The City Council, all of the various department heads+ and their personnel, the citizens of Rochester, and the countless volunteers for showing their support and cooperation over the past year and in helping to make our city a healthy place to live.

Respectfully submitted,

W. Brent Diesel, Director

REPORT OF THE OFFICE OF SUBSTANCE ABUSE PREVENTION 1993-1994

The Office of Substance Abuse Prevention was established in 1989 to create, support and coordinate programs designed to prevent the abuse of alcohol and other drugs by the citizens of Rochester. Anne May is the coordinator of this program. During the fiscal year 91/92 this office became a part of the Department of Recreation and Youth Services.

This office initiated and coordinates the activities of three neighborhood coalitions, Cold Spring Park Neighborhood Coalition, the Academy Street Awareness Program, and the Allen School Neighborhood Coalition. In addition, technical assistance is provided to two other coalitions, the School Street School Neighborhood Coalition and the Norway Plains Estates Neighborhood Coalition. These coalitions positively impact the lives of 1,700 households in the City of Rochester.

Other projects include coordinating Rochester Red Ribbon Week activities, a national program designed to increase awareness of chemical abuse and support healthy drug free life-styles. This office also oversees the Cooperative Games Project which increases the protective factors and decreases the risk factors for substance abuse. Resources and referral services are provided for Rochester residents.

A grant for partial funding was secured through the Division of Children and Youth Services for the 1994 fiscal year.

REPORT OF THE ROCHESTER YOUTH CONNECTION 1993-1994

Recruiting new volunteers continues to be the program's greatest challenge. Six (6) new matches were made for the 1992-1993 year and as of the end of June there were fifteen (15) matches. There are twelve (12) children on the waiting list. The city schools are the primary source of referral and have been an excellent resource for helping to recommend children who most need the program services and who are most open to a big buddy type friendship.

The annual Christmas party was well attended with donated pizza and gifts for the children and volunteers. Other organized activities included a cookout at Fernald Shores, a gathering with Friendship Expressed at Camp-Mi-Te-Na, a sliding party, the Museum of Science and a Christmas parade float.

The Youth Volunteer Program which operates under Youth Connection has a very strong year. The program supervisor had developed eight (8) worksites including a local daycare and veterinarian's office. A total of thirty-five (35) youths aged 12-16 were placed in worksites for 2-4 hours a week. Twenty-nine (29) completed the entire program which includes interviews, resume writing and job keeping skills.

REPORT OF THE JUVENILE COURT DIVERSION PROGRAM 1993-1994

During the past fiscal year fifty-six (56) youths were officially referred to Court Diversion. The majority of referrals, thirty-nine (39), came from the juvenile officer of the Rochester Police Department. Sixteen (16) referrals were from the Rochester Middle School and one (1) referral was from a parent.

Offenses referred were arson, criminal mischief, criminal threatening, false fire alarm, false police report, OHRV offenses, possession of alcohol, possession of stolen property, reckless conduct, shoplifting, simple assault, taking without owner's consent, theft, theft of services and willful concealment. The highest number of referrals were for theft and willful concealment.

Sixteen (16) referrals were eventually returned for Court processing for various reasons including lack of parental response (5), parental refusal of services (3), subsequent offense (5), lack of contact follow through (2) and youth chose court (1).

Contracts completed represented five hundred seventy four (574) hours of community service work and seventy-seven dollars (\$77.00) paid in restitution to victims. Community Service sites were provided by the Fellowship Soup Kitchen, Rochester Daycare, the Salvation Army, Spaulding Middle School, the Rochester Public Library, City Code Enforcement Office, and Cold Spring Park Neighborhood Coalition, Rochester Recreation Department and Spaulding High School Track coaches. The conditioned support and the supervision provided by the individuals of these organizations enables Court Diversion to provide a diverse range of community service options. They encourage our youth to learn from their mistakes through positive interactions within the community and the results are always positive.

The three volunteer contract committees continued to meet one night monthly to review cases and formulate contracts. Collectively, a total of 230 hours was volunteered. Two volunteers retired after serving more than thirteen years and one year respectively. Three new volunteers were recruited and trained. One volunteer has now participated over thirteen years and continues to serve with dedication and distinction. This year an intern from the Psychology Department at UNH spent a semester working with youth under the supervision of the Court Diversion Coordinator. She provided much individual support and encouragement to several youth.

All our volunteers brought much skill, encouragement and commitment to the program and deserve thanks.

Court Diversion strives to provide information and educational services to referred youth through the on-going development of relevant programs. This past year a Fire Safety Program was implemented in the Rochester Middle School as part of a co-

operative effort by several agencies. An alcohol prevention and assessment program (Duty) was initiated through a cooperative effort with the cities of Dover and Portsmouth. Shoplifter's Anonymous education courses were also implemented. Future goals include the development of a comprehensive Arson Prevention and Fire Safety Program and a Law Related Education course.

The support of the Rochester Police Department, through its juvenile officer, and the cooperative, supportive relationships developed through the Rochester Middle School are gratefully acknowledged.

SCHOOL BOARD - CITY OF ROCHESTER
July 1, 1993 - June 30, 1994

Ward One	Ruth Walsh Frank D. Callaghan
Ward Two	Elizabeth Young (William P. Brennan, 10/14/93) Caroline McCarley
Ward Three	Thomas L. Hutchison (Kelly A. Kleiner, 1/11/94) Richard Sliwoski
Ward Four	David Parent Robbie Parsons (Raymond Lundborn, 1/11/94)
Ward Five	Fred Chisholm Steven Tuttle
At Large	Bert D. George Scott Wensley James Fabiano

STANDING COMMITTEES
July 1, 1993 - December 31, 1993

Personnel Committee	Scott Wensley, Chair Bert George Ruth Walsh
Instruction Committee	Thomas Hutchison, Chair David Parent Elizabeth Young (Caroline McCarley, 8/93)
Building Committee	Fred Chisholm, Chair Frank Callaghan Robbie Parsons
Special Services Committee	Richard Sliwoski, Chair James Fabiano Steven Tuttle

Finance Committee

Caroline McCarley, Chair
Frank Callaghan
Fred Chisholm
Bert George
Thomas Hutchison
Richard Sliwoski
Scott Wensley

STANDING COMMITTEES
January 14, 1994 - June 30, 1994

Personnel Committee

Raymond Lundborn, Chair
Bert George
Steven D. Tuttle

Instruction Committee

David Parent, Chair
William P. Brennan
Ruth Walsh

Building Committee

Scott Wensley, Chair
Frank Callaghan
Diane Johnsen

Special Services Committee

Richard Sliwoski, Chair
James Fabiano
Kelly A. Kleiner

Finance Committee

Caroline McCarley, Chair
Ruth Walsh
Frank Callaghan
David Parent
Richard Sliwoski
Richard Sliwoski
Scott Wensley

SPECIAL COMMITTEES
July 1, 1993 - December 31, 1993

Discipline Committee	Robbie Parsons, Chair James Fabiano Caroline McCarley
Policy Revision Committee	Ruth Walsh, Chair Fred Chisholm Thomas Hutchison

SPECIAL COMMITTEES
January 11, 1994 - June 30, 1994

Discipline Committee	Raymond Lundborn, Chair Caroline McCarley Rotating Board Members
Policy Review Committee	Ruth Walsh, Chair Diane Johnsen Kelly A. Kleiner

PERSONNEL

Superintendent of Schools	Dr. Raymond Yeagley
Assistant Supt. of Schools	Michael L. Hopkins (as of 4/17/93)
Director of Pupil Services	William Miller
Transportation Coordinator	Michael L. Hopkins
Director of Environmental Services (ServiceMaster)	Dean Donati
Director of Buildings, Grounds, and Maintenance	John Laverdiere
Director of School Lunch	Sherilyn Baribeault

School Nurses

Claudette Bayko, RN
Judy Boardman, RN
Joanne Clark, RN
Sharon Croft, RN
Ann Moynihan, RN

Supervising Principals

Robert Bouchard - Spaulding High School
Paul Asbell - Spaulding Middle School
Walter Helliesen - Allen School
Sally Riley - Chamberlain Street School
Dr. David Chick - New East Rochester School
Lynn Ritvo - McClelland School
Robert Rosenblatt - Gonic School

REPORT OF THE SUPERINTENDENT OF SCHOOLS FOR SCHOOL YEAR 1993-94

To the School Board and Citizens of Rochester:

During the 1993-94 school year, Rochester Schools revised its strategic plan and adopted new objectives to guide the district through the next three years. This report includes the status of the previous Strategic Plan and the elements of the plan newly adopted by the School Board in the spring of 1994.

Section 1 of this document is the final report on what was accomplished in the previous Strategic Plan. Section 2 introduces the new plan.

As predicted, the district was not successful in every objective from the previous plan. Some have been partially completed and a few remain as elusive as the first day of planning. However, the completion of most of the objectives offers clear testimony that the Strategic Planning process results in real change for the school district and that the school district has maintained accountability for the plan.

STATUS OF THE OBJECTIVES FROM THE PREVIOUS STRATEGIC PLAN

Objective 1

By September, 1992, a job description will have been written for every position in the district and an evaluation process developed which holds employees accountable for the elements of the job description.

The action team developed a job description for every position in the school district. The School Board has adopted all job descriptions, and copies are provided for each employee. The job descriptions are used in hiring and interviewing for open positions.

The evaluation procedures and format were completed by June of 1993. The new evaluation instrument for the staff members under the teaching contract should be in use during the 1994-95 school year. Evaluation of personnel has increased to the point that evaluations are currently complete for almost every staff member. The paraprofessionals, custodians, and non-union personnel's new evaluation forms are currently being used. This process is ongoing and will need to remain in place as a permanent part of our personnel procedure.

This district provided a workshop on evaluation and documentation of employee performance for Principals during the Fall of 1993. This led to a modification of our

screening procedures and new reference forms. All supervisors have been instructed as to our new hiring procedures and screening procedures.

Objective 2

By September, 1993, The district will have written and implemented a competency based curriculum, K-12.

The action team has developed a Math Curriculum for K-12 students. The elementary school, middle school and high school worked together during the 1992-93 school year to develop a comprehensive math curriculum. This curriculum embraces the National Council of Teachers of Mathematics (NCTM) new standards. The curriculum also recommended adoption of a new mathematics textbook, purchasing manipulatives for classroom use, a professional growth program, a reformatted scope and sequence, and an assessment program.

The School Board approved the new Math Curriculum, textbook, and purchasing math manipulatives for elementary classrooms. It is now fully implemented in the classrooms.

The action team is in the process of developing a K-12 Writing Curriculum and K-12 Science and Health Curriculum. The science and health curriculum committees have been meeting on early release days during this year. Mr. Helliesen and Mrs. Ritvo are providing the leadership for this committee.

The language arts committee, led by Mrs. Riley decided to focus on the writing curriculum as the first component of language arts.

The curriculum development process has been hampered by the lack of a district curriculum coordinator. The principals have assumed leadership for developing curriculum. Their time is limited by their other duties.

Objective 3

By June, 1995, the number of Spaulding students going on to post-secondary education will meet or exceed the state average.

Several programs were already in place to encourage enrollment in post-secondary programs. The most visible are the Guidance Department's *College Information Evenings* which provide information for students and parents on what is needed to get into college. They include information on how to obtain and submit college applications, how to prepare for the Scholastic Aptitude Test and counseling on individual colleges and careers.

This is followed by a handbook for college bound students with similar information in written form. The handbook includes further information on college interviews (e.g., what kinds of questions are asked by college recruiters and admissions officers, etc.). This is also supplemented by a quarterly *Guidance Newsletter*. The majority of information in this publication is for college bound students to keep them abreast of deadlines and effective strategies for getting into and being successful in college. College, in this case, includes two and four year academic institutions as well as post-secondary technical colleges.

The Guidance Department also provides frequent press releases to *The Rochester Times*. This provides parents and the public at large a weekly notice of what college recruiters are coming to Spaulding, deadlines for SAT and college applications, and other college related information. The Guidance Department's feeling is that getting word out to parents is fundamental if we are to encourage our students to go on.

Finally, the Department offers a College Application Review for each student to discuss *each* college application he or she is submitting, regardless of the number of institutions a single student may consider. This is time consuming, but assists the students in submitting the best application materials they can to maximize their chance of acceptance.

We are also encouraging post-secondary enrollment through several of our career exploration programs and vocational programs. The first is the VALPAR career diagnostic tool that relates the student's career interests with academic achievement and educational requirements. This is a computerized assessment program available to all students.

Through the Department of Employment Security, we have recently installed ALEX, an informational program with data on regional, state and national job availability in a host of career clusters based on the Dictionary of Occupational Titles. This program also makes the student aware of eligibility requirements, including the educational requirements, for each career with openings.

The Occupational Information System is also on line at the Vocational Support Center. It is available to all students as well as adults on a limited basis. This system includes information on basic skills and educational attainment required for various career choices.

Finally, we have made a curriculum change in the past two years that we expect to have a positive impact on the proportion of our students going on for post-secondary education. It is the 2 + 2 organizational pattern of Tech Prep, which is an industry based curriculum. The 2 + 2 refers to two years of high school curriculum followed by two years in a post-secondary setting. It articulates the curricula between high schools and post-secondary schools to provide a logical sequence and makes post-secondary matriculation the logical extension of the high school experience for the

"students in the middle" who historically have chosen to go directly into the job market.

We had a brief success in this area with the class of 1991, which turned around dismally the following year. However, until we have two or three more reports, we won't be able to tell whether new programs are working or not. It is possible that one year or the other was a quirk. If the first year was coincidental, then we will need to revamp the programs. If the low year was because of an unusual class, we should see a pattern of improvement for the next two.

The Guidance Department has reported that the number of students accepted for post-secondary education from the most recent reporting class was very high, but that many of the students chose not to exercise their option because of financial need in their families. We believe that whatever efforts we put into this area will be affected significantly, either positively or negatively, by the demographics of our community and that program effects will be decreased by this factor.

Objective 4

By June of 1992, the district will implement a working business and school program.

To date, we have approached this from three different directions: (1) Adopt a School and similar programs to provide support for specific projects, (2) partnerships with the high school aimed at keeping staff, students, and curriculum in touch with the needs of industry, and (3) a more active role in the Chamber of Commerce for maintenance of contacts and general support for education. We are about to embark on a new, more comprehensive school to work program, through the Chamber of Commerce and *School to Work* legislation.

In the first area some of our elementary schools have formed partnerships with businesses and other agencies. Most notable is the adoption of Chamberlain School by Fleet Bank and the development of "Home Alone Helper" kits that took first place in a New Hampshire competition and sent several Chamberlain Students to Washington, D.C. The program brought a broad spectrum of students together to identify a need, develop a product, find the funding and other support systems for its assembly, and distribution.

Some elementary schools have also formed a partnership with the Postal Services in the *Wee Deliver* program. Gonic School also formed a partnership with Pratt and Whitney Corporation for staff development and introduction of Total Quality Management, a business practice used by Pratt and Whitney.

Spaulding High School through the Vocational Center has implemented an annual Career Day that brings business owners, managers, and various other staff members into the school to talk to students about careers in various fields. A major focus of

this program has been on the need for basic skills in Math and English, particularly writing skills, needed for virtually every field. Most presenters have also stressed the importance of further education beyond the high school diploma. Thus, the program has addressed both the school/business partnership objective and has been a means of encouraging further education in accordance with Objectives No. 3 and 5 regarding post secondary education and job skills for the workplace. On the average, this program has involved more than a hundred people from business and industry and has been attended by several hundred students from the high school, including students in the vocational, college prep, and general tracks.

The high school has also entered into partnerships and other relationships with individual businesses and business people. Strafford Oil and Lord and Keenan both provide guest lecturers for students in HVAC program. Additionally, both companies have offered job site visitations and employment with on the job training for our students.

We have hosted, and are hosting, a series of automotive workshops for the public and students in cooperation with NAPA.

Another partnership that has been ongoing is the insurance training program sponsored by Willis-Corroon of New Hampshire (Kendall Insurance Agency). This provides the high school with training and information on current practices in the insurance industry, including the actual software for claims and premium estimating. Annually, the Business Department establishes a dummy corporation that operates as an insurance business to provide students with simulated job experience in office practices and the insurance business. Willis-Corroon has also been a very good source of jobs for graduates, with many of them entering the corporation in positions above entry level.

Another of our school/business partnerships has resulted in a statewide award for a local business. William Hayden, an artist, illustrator, photographer, and printer, has maintained a voluntary and professional relationship with Spaulding High School for fifteen years. He serves as chair of the Graphic Arts Craft Committee, has volunteered many hours to advise our staff on current industry standards, and has influenced our curriculum through his work. He has also served as an instructor in the New Hampshire Job Training program for Graphic Arts held at the Creteau Vocational Center last summer. For his extensive work with our school, Mr. Hayden has been recognized by the New Hampshire Council for Vocational Education with its award for Outstanding Contributions to Education by a Small Business.

Objective 5

By June of 1993, the district will develop, implement and monitor a mechanism to determine what academic and occupational skills are necessary for success in college, employment and community life. These elements will be infused into the competency based curriculum.

This has been approached in three different ways. The first involves a state questionnaire sent to graduated vocational students who are in the workplace. This survey determines where the graduates are working and what kinds of positions they are holding. From that, a follow-up survey is sent to the employers requesting information on the performance of each Spaulding graduate working in that place of employment. This survey identifies strengths and weaknesses of individuals, which can be cumulated to find strengths and weaknesses in the curriculum and instruction at the school.

In addition to the survey, the district has implemented a program called Tech Prep that is a curriculum aimed at strengthening the skills of students who are neither the top college bound students nor the high risk students needing special services. This curriculum is industry based and uses a hands on approach to teach academic subjects. For example, the applied math programs teach mathematical concepts through industrial examples.

We have also used national reports such as the report *What Work Requires of Schools*, developed by the (Department of Labor) Secretary's Commission of Achieving Necessary Skills (SCANS) and *Workplace Literacy: Reshaping the American Workforce*, produced by the U.S. Department of Education.

The Spaulding High School Guidance Department has implemented the first part of a survey to determine what all graduates are doing one year after graduation. However, it needs to be further amplified to provide the same data available for vocational students, specifically on the job performance of the graduates. Because getting a good response from a survey of this nature requires personal contact (currently by telephone), the Guidance Department has indicated a need for additional clerical help in order to broaden the scope of its survey.

Finally, in some years, we have received the UNH Freshman Outcomes Report, provided by their Admissions Office, that gives us information on the performance of our graduates in their freshman English and math classes.

Objective 6

Within the next two years, all teachers will have been involved with a cooperative program that will better prepare them to instruct students to become positive, contributing members of a complex, competitive and ever changing society.

This objective has not been fully met and does not appear to be practical for universal implementation at this time. The literal language of the objective speaks to students becoming positive, contributing members of society, which is something the schools work on constantly. However, the discussion during the Strategic Planning sessions and the strategy for this objective centered on business practices and advising teachers regarding current business needs in a global economy.

Some programs have been provided for staff to make them more conversant with business practices. For example, the district recently hosted a seminar for administrators on evaluation and documentation practices. Much of the focus was on procedures that have come from and are used in the private sector. Similarly, we work closely with some businesses at the high school level to assist with curriculum and staff development regarding the transition for students from school to work.

However, it has been extremely difficult to find common ground on which we can identify skills for elementary teachers that are directly tied to businesses and business needs. At this level, the students are not focusing on career paths. Rather, teachers work with more general attitudes such as reliability, punctuality, and accountability that relate in a general way to business, but do not warrant a specific inservice for the teachers with a business base.

Objective 7

By school year 1993-94, the district will enhance the current Parent Teacher Organizations and Parent Teacher Associations and will have expanded them to the middle and high schools with membership records representing 10% of the total number of students in each school.

The school administration, faculty and staffs of the middle school and high school will organize, support and operate a parent/teacher organization or association. The administration, faculty, and staffs of the eight elementary schools will enhance their PTA/PTO's to meet the 10% membership criteria.

The Elementary Schools have met the goal of 10% membership criteria. All elementary schools have very active parent groups, providing a communication link between the home and schools. The parent groups have supported many additional educational opportunities for all students.

The Middle School has an active parent group that was established in the last two years. The group has been active in developing new programs for the middle school, and providing a communication link between parents and the school.

The Spaulding High School is just beginning a parent group this year with mixed results to this point. This is a goal of the high school to support this parent group and insure its success.

Objective 8

By September, 1992, the district will implement a quality communications program through all available media for the entire school system.

Again, we have had mixed success with this program. Our communications program includes everything from parent communications through progress reports and report cards, which are distributed more frequently than in the past, to the formal press releases given to newspapers and other media.

The following have been implemented successfully:

- Progress reports are sent more frequently, and more often for positive feedback, than was done prior to the first Strategic Planning Committee.
- At the initiative of the *Rochester Times*, a weekly School News roundup is available to everyone in Rochester. Every school has been encouraged to take full advantage of this windfall to increase communication with the community.
- At the request of School Board members and the community, New England Cablevision is now broadcasting monthly School Board meetings.
- More building and district level committees include community members and parents than in the past.

In 1992 we introduced a formalized coordination of outside communications and a semi-annual district newsletter that was published as an insert in the local newspaper. This required that we significantly restructure the job of our Elementary Facilitator in order to create enough time to complete this major task. When that individual retired, her position was lost in the budget cuts. We have since been unable to cover the function she served as the coordinator of our public relations, so we have returned to building by building management of public communications.

STRATEGIC PLAN - 1994 REVISION

MISSION STATEMENT

As a vibrant and integral part of our community, the Mission of Rochester School Department is to educate by:

- Providing a school climate that encourages all students to achieve their maximum potential and continue individual growth.
- Supporting and enhancing high ethical, moral and social values to prepare students to become positive, contributing members of a complex, competitive, and ever changing society.
- Creating and maintaining a partnership involving a dedicated, professional staff and all segments of the community.

FUNDAMENTAL BELIEFS

We believe that:

- Developmentally appropriate opportunities should be provided for all students to achieve their maximum potential in all areas, including, but not limited to academic, social, emotional, physical, and intellectual growth.
- Schools need to support and enhance the ethical and moral values that are traditionally taught in the home.
- Education is a partnership that requires communication, commitment, and involvement of the entire community, including, but not limited to students, parents, businesses, and school staff.
- Schools need to address the changing world by preparing students to apply the knowledge and skills they gain. This should be accomplished through the use of technology, appropriate development of curriculum, diverse and balanced course offerings, and effective instructional methods.
- Careful assessment of new methodology is necessary prior to implementation. Existing educational practices and programs must be continually evaluated for effectiveness.
- The school district needs to provide a staff which exhibits high ethical, moral and professional standards. The school district and its individual staff members are accountable for these standards. Substandard performance has no place in public education.
- The school and staff must provide a safe environment that is conducive to learning.
- It is the schools' responsibility to help prepare students to become contributing members of a competitive, complex society.

- Education is a lifelong learning process. Resources of the schools should be accessible to members of the entire community.

CRITICAL ISSUES

1. It is critical for the Rochester School Department to enhance its image through the following:
 - Continual improvement in the delivery of services by fostering pride in individual performance and affiliation with Rochester School Department.
 - Promoting the attitude in every person associated with Rochester Schools that he or she is a valued representative of the School Department. Everyone, including staff, public officials, students, volunteers and others, needs to reflect and communicate the values of the organization.
 - Demonstrating to students, parents, and the community at large, the missions and achievements of the schools through frequent, positive but accurate, communications.
 - Implementing a formal public relations program to increase the visibility and enhance the image of the School Department to the Rochester community and surrounding areas.
2. Rochester School Department needs to develop and implement curricula that allow all students at all levels of development, with a variety of learning styles and interests, the opportunity to achieve their full potential. The methods of instruction will incorporate critical thinking, real world experiences, problem solving, and application of acquired skills.
3. Each member of the school community will insure accountability of fiscal management, as well as student and staff performance.
4. The need exists to define specific areas and avenues for parent and community involvement, especially in the areas of decision making, supplemental resources, and educational partnerships, and to actively seek out and encourage this participation.
5. We acknowledge the obligation to provide appropriate educational opportunities for special populations, but must seek to identify methods for lessening their financial burden on the school district.
6. The school district will facilitate a process to determine the community's priorities relative to education and offer services that reflect these priorities.
7. It has become necessary for schools to take a greater role in teaching and fostering ethical behaviors and values. It is crucial that students be encouraged to accept the individual differences of their peers and accept responsibility for their decisions.

OBJECTIVES

1. By June of 1996, the District will have fully implemented a formal public relations program to enhance the image of the School Department and increase its visibility to the community and surrounding areas.
2. By June of 1996, the District will have adopted and implemented a program for Continuous Improvement that includes, but is not limited to, employee training, internal and external communication, assessment of progress, bench-marking against other successful school districts and industry, assessment of community satisfaction and attitudes.
3. By June 1995, the District will have established parent/citizen councils charged with creating and implementing action plans for improving education and resolving some of the ongoing problems in the school district. These issues might include indentifying alternatives for implementing a public kindergarten, creating a program for gifted students, expanding and enhancing business/school partnerships.
4. By June of 1995, the number of students going on to post-secondary education will meet or exceed the state average.
5. By June of 1996, the school district will fund a program through the staff development committee that will satisfy the recertification requirements for character and citizenship as established by the State Board of Education. The program will allow staff to acquire skills and knowledge in such areas as tolerance and personal responsibility that will be implemented across all disciplines.
6. By June of 1995, the district will have written and scheduled for implementation the science curriculum and will be writing curriculum for K-12. Social studies, language arts and remaining offerings will continue to be developed with a mandatory review of progress by September of 1996.
7. By September of 1995, the district will develop a plan and offer means by which students at the Middle School level may be offered the opportunity to experience at least two foreign languages.
8. By June of 1996, all teachers will participate, through staff development training, in at least one of the following: critical thinking, problem solving, application of acquired skills, alternative learning styles, current educational methodologies.
9. By June of 1995, our district will conduct a formal educational program for our state and federal representatives which will inform them of the current impact of special education programs on our students and our district.
10. By September of 1994, an incentive plan will be in place to recognize suggestions for efficiency or effectiveness.

REPORT OF THE TAX COLLECTORS DEPARTMENT

1993-1994

The responsibilities of the department consist of collection of property taxes, the proper execution of Tax Liens on delinquent Tax Bills. The redemption of Tax Liens through the register of Deeds, on all Tax Liens paid. The notification on all properties going to Tax Deed, according to all laws, mandated by State Statute R.S.A. 80:76. The Tax Warrant for 1993-94 was \$25,610,298.50, resulting in approximately 21,600 Tax Bills.

The collection of quarterly Water Bills is also the responsibility of this department. We have approximately 6,400 water bills, processed yearly.

On August 4th of 1992, our new computer system was installed. On November 4th 1992, we became a State Municipal Agent. In doing so we were able to charge a fee of \$2.50 per registration on those requesting the State Stickers from this office. Since May 23, 1994, we are now giving out plates and doing transfers through this office. As of July 30, 1994 we have taken in for the City \$46,975.80, by charging the additional \$2.50 for the services provided. People still have the option of going to the State Motor Vehicle Department for Stickers, Transfers or Plates. We find that the majority of our customers want to do everything here and are quite willing to pay the additional charge.

As of December 6, 1993, Karen Paquette became our new full time employee. Karen started as a part-time staff member in September 1993. We also have a new part-time staff member Tammy Butler, who started in January of 1994. With a full staff we are able to provide better service to the public and accomplish a higher standard in regards to detail and quality of work.

Property Tax	\$25,610,298.50
Yield Tax	3,413.57
Int. On Delinquent Taxes - Prop.....	749,765.61
Current Use Removal.....	2,000.00
Motor Vehicle Permits.....	1,697,646.70
Misc. - RR Nat'l BK Tax	3,386.15
Water/Sewer	3,600,434.38

I would like to express my appreciation to the Staff Members, for a job well done and their dedication and support in running an office that we can all be proud of. Jackie Goodwin, Deputy Tax Collector - Doreen Jones, Senior Clerk - Karen Paquette, Senior Clerk - Tammy Butler, Clerk I.

The office has improved and grown to a higher level, with the help and support of all the Staff Members and we are looking forward to another great year in continuing outstanding service and upgrading of our office.

Respectfully submitted,

Marianne Douglas
Tax Collector

REPORT OF THE WELFARE DEPARTMENT 1993-1994

The city budgeted \$160,000.00 for direct assistance in 1993-94. Again this fiscal year the high demand we had been seeing for direct assistance dropped.

The Welfare Department also received grants from McKinney funds for the year in the amount of \$6,000.00. This was spent on security deposits, mortgage payments, back rent to stop evictions as well as payments for back-due utilities.

The Welfare Department provided direct assistance during this period to 201 single persons and 143 families for a total of 344 cases. The average length of assistance per case was 38.1 days. 147 cases were one-time only assistance. Emergency temporary assistance was offered with every effort being made to assist recipients in reaching the goal of becoming independent of city assistance as soon as possible. Guidance was offered in doing job searches, locating housing, budgeting money and applying for assistance from other agencies where appropriate.

All welfare recipients, unless excused because of disabilities or the need to care for small children, are required to work on the city work program. A total of 5,517 hours were worked off, representing \$27,585.00 of assistance. \$9,313.76 was received in reimbursements.

Expenditures for direct assistance were as follows:

Burial.....	\$ 2,000.00
Dental	160.00
Electricity	3,127.25
Food	772.12
Fuel Heating	754.03
Medical.....	.00
Miscellaneous.....	10.00
Mortgage00
Prescriptions.....	545.37
Rent	17,275.92
Telephone00
Temporary Shelter.....	130.00
TOTAL	\$ 24,774.69
Average cost per case/family	173.25

Expenditures for direct assistance for singles were as follows:

Burial.....	\$ 3,375.00
Dental.....	610.00
Electricity	1,743.93
Food	315.53
Fuel Heating.....	226.00
Medical.....	.00
Miscellaneous.....	.00
Mortgage	347.94
Prescriptions.....	11,861.37
Rent	68,352.41
Telephone	79.65
Temporary Shelter.....	225.00
TOTAL	\$ 87,136.83
Average cost per case/single	433.52
Total vouchers issued	\$111,911.52

Office expenditures were budgeted at \$82,803.00. Total expenditures were \$79,109.67.

The Welfare Department ran a Christmas Project again this year. Through donations we were able to provide items of new winter clothing and toys for 88 children and help for 43 families.

I would like to express my thanks to the other two members of the Welfare Department - Judith Paradis, Social Worker and Gail Bennett, Secretary. We have worked together this past year in a team effort with a goal of effectively administering to those in need in the most cost efficient manner possible.

Respectfully submitted,

Jane F. Hervey
Director of Welfare

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